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An Exploration of the Personal Values that Motivate Responsible Leaders
in Canadian Organizations:
A Personal Perspective on Corporate Social Responsibility

BY

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Approval of Dissertation

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**AN EXPLORATION OF THE PERSONAL VALUES THAT MOTIVATE
RESPONSIBLE LEADERS IN CANADIAN ORGANIZATIONS:
A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY**

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Dedication

I dedicate this dissertation to my husband who waited patiently for me to complete this degree while supporting and encouraging me throughout the entire process.

Acknowledgments

I owe a debt of gratitude to my co-supervisors and committee members who supported me throughout the process. I am grateful for the caring direction of Dr. Maggie Matear as we worked through the document development stages. Her encouragement and good humor kept me motivated. Dr. Anshuman Khare kept the project (and me) moving throughout the various stages and was always there to give guidance and support. I am thankful to committee member Dr. Terry Beckman, who contributed meaningful comments at critical points in the dissertation process. At the research proposal stage, I was fortunate to have Dr. Rocky Dwyer to guide me through the development of my research project, ensuring I was well prepared to undertake the next steps. Dr. Yvette Ghormley also participated in the research proposal stage, devoting significant time and effort to critiquing early drafts and sharpening my writing skills. Thank you all very much.

The senior leaders I interviewed for this study were very busy people. I am grateful for the time they gave to this study and for sharing their thoughts about responsibility and leadership.

Abstract

The personal decisions and actions of the senior leaders of business determine the social responsibility of the firm. To understand why one company is socially responsible and another is not, we should examine the leadership. Curiously, it is only recently that senior leaders have become the focus of the Corporate Social Responsibility (CSR) literature, even though their decisions drive performance and shape the organization's culture.

Scholars have now identified a leader's mindset as a missing link in understanding the inconsistencies of CSR. While some new studies have explored leaders' mindsets, an examination of personal values has not formed part of that research. Building on the findings of some contemporary scholars, I designed a study with a research question that went to the heart of this issue: What are the personal values that affect the decisions of responsible leaders around social responsibility? For the research design, I employed a qualitative, multi-theoretical, multi-case study approach with a focus on micro-foundations. Stakeholder and responsible leadership theories formed the theoretical foundation and I consulted multiple literatures to ensure a more holistic description of the project.

Using criteria from emerging research on responsible leadership and the findings from the 12 Canadian senior corporate leaders in my study, I identified value dimensions to explain the motivations of these responsible leaders. In doing so I have added a unique component to the responsible leadership framework that has been a missing element within the literature.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

This study demonstrates how leadership plays a central role in determining social responsibility within the firm and that a values-based leadership approach embeds responsibility in the organization's culture. The value dimensions I have proposed expand the narrative around the integrative responsible leader and should build support for responsible leadership theory. The findings may resonate with individual leaders who aspire to a more integrity-based, fair-minded, and collaborative form of leadership. On a broader level, a senior leader with integrative characteristics and values has the capacity to rebuild social responsibility and trust and provide a much-needed alternative to the dominant leadership style represented in the global marketplace today.

Table of Contents

Dedication	iii
Acknowledgments	iv
Abstract	v
Table of Contents	vii
List of Tables	x
List of Figures	xi
Chapter 1	1
An Exploration of the Personal Values that Motivate Responsible Leaders	1
in Canadian Organizations:	1
A Personal Perspective on Corporate Social Responsibility	1
Foundation of the Study	2
Background of the Problem	12
Significance of the Research	18
Contribution to Business Practice	19
Implications for Social Change	22
Summary and Transition	24
Chapter 2	25
A Review of the Literature	25
A Spectrum of CSR	25
Voluntary, Regulated, and Hybrid CSR Models	28
CSR and Trust	29
CSR and Business	30

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Stakeholders and CSR	32
Corporate Leaders and Stakeholder Engagement	33
Globalization and the Impact of MNCs	34
Low Levels of Trust in Business and Business Leaders	37
Senior Leaders and Individual Responsibility	39
Responsible Leaders and Personal Values	40
Theoretical Underpinnings of the Study	42
Knowledge Gaps and Traditional Research Approaches	44
Summary and Transition	45
Chapter 3	46
Theoretical Framework and Research Design	46
Theoretical Foundations for the Study	47
Research Design and Methods	49
Summary and Transition	64
Chapter 4	65
Results	65
The Study	65
Primary Analysis: The Leaders	66
Integrative Leaders and Value Dimensions	94
Supporting Analysis: Theory and Practice in Canadian Firms	149
Summary and Transition	159
Chapter 5	161
Discussion	161

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Addressing the Research Question	161
The Integrative Leader and Social Responsibility—It’s Personal	164
Limitations of the Research	170
Summary and Transition	175
Chapter 6	176
Implications and Recommendations	176
Academic Significance of the Research	177
Practical Significance of the Research Findings	182
Implications for Social Change	184
References	189
Appendix A - Interview Questions	228
Appendix B - Information/Consent	230
Appendix C - Ethics Approval	235

List of Tables

Table 1. Canadian Leader Sample	71
Table 2. Canadian Private Sector Leaders	72
Table 3. Canadian Public Sector Leaders	79
Table 4. Canadian Not-for-Profit Leaders	84

List of Figures

Figure 1. Integrator Characteristics and Associated Value Dimensions.....97

Figure 2. Value Dimensions for the Morally Motivated Leader110

Figure 3. Value Dimensions for Creating Long-term Value115

Figure 4. Value Dimensions for Balancing Rationality and Emotions.....119

Figure 5. Value Dimensions for Transformational Leadership122

Figure 6. Value Dimensions for Engaging All Legitimate Stakeholders124

Figure 7. The Integrative Leader, Values, and Social Responsibility165

Chapter 1

**An Exploration of the Personal Values that Motivate Responsible Leaders
in Canadian Organizations:**

A Personal Perspective on Corporate Social Responsibility

Researchers have devoted considerable time to understanding why some firms are socially responsible and others are not (Walls & Berrone, 2015). Efforts, both academic and applied, have tended to focus on corporate governance to explain irresponsibility (Filatotchev, Erakoviç & Overall, 2010; Jo & Harjoto, 2012; L'Huillier, 2014; Merry, Michelon, & Parbonetti, 2012; Ntim & Soobaroyen, 2013; Scherer, Baumann-Pauly, & Schneider, 2013). For example, governments have enacted laws and regulations to curb corruption, and firms have implemented codes of conduct, or intensely designed score cards to enhance organizational governance.

These measures are supposed to lead to a more responsible firm (Armstrong & Green, 2013; Ghobadian, Money, & Hillenbrand, 2015). However, we continue to be challenged by socially irresponsible behavior—not by every firm, but by a significant number of them, and the situation does not seem to be improving (Devinney, Schwalbach, & Williams, 2013; Global Reporting Initiative, 2015; Lauesen, 2013). Examples such as the Volkswagen emissions fraud (Ewing, 2017; Neate, 2016) and Bombardier's plan to pay out multimillion dollar bonuses to executives while laying off thousands of employees (Financial Post, 2017; Kiladze, 2017) continue to appear in the business press.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

I developed my research as a response to this dilemma. Building on the findings of some key contemporary scholars, I designed a study to explore the more unexplored areas of CSR. First, given the capacity of senior leaders to render their organizations responsible or irresponsible, I focused on these individuals and their personal values as a strategic source for change (Fabrizi, Melin, & Michelon, 2014; Hemingway & Maclagan, 2004; Kaldschmidt, 2011; Maak, Pless, & Voegtlin, 2016; Petrenko, Aime, Ridge, & Hill, 2016; Walls & Berrone, 2015; Wang, Gao, Hodgkinson, Rousseau, & Flood, 2015). Second, I targeted stakeholder engagement as a proven catalyst for improving CSR outcomes and encouraging a socially responsible organizational culture (Aguinis & Glavas, 2012; Brower & Mahajan, 2013; Carroll, 2015; Maak et al., 2016; O’Riordan & Fairbrass, 2014;). Third, I identified the value dimensions associated with the decision-making of senior leaders in some of Canada’s top firms relevant to stakeholder engagement and social responsibility (Chin, Hambrick, & Treviño, 2014; Groves & LaRocca, 2011; Pless, Maak, & Waldman, 2012; Voegtlin, 2016; Waldman, Sully de Luque, Washburn, House, Adetoun, Barrasa, ...Wilderom, 2006).

Foundation of the Study

Corporate social responsibility (CSR), as we have come to know the construct today, began to appear in the literature in the 1950s (Carroll, 1999; Ghobadian et al., 2015; Visser, 2010). The most cited beginnings were those presented by Bowen (1953) in his landmark book, *Social responsibilities of the businessman*. While he did not use the CSR term, his approach to social responsibility inspired scholars to designate him as the “father of social responsibility” (Acquier, Gond, & Pasquero, 2011; Carroll, 1999, 2015; Taneja, Taneja, & Gupta, 2011).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

While no single definition or unifying theory exists to fully explain CSR, it continues to be a subject of broad interest and considerable debate (Acquier, Gond, & Pasquero, 2011; Aguinis & Glavas, 2012; Bowen, 1953; Carroll, 1999; Dahlsrud, 2008; Kemper & Martin, 2010). Indeed, the interpretation can vary depending on one's personal perspective. For example, a community stakeholder who purchases a product or service from a business likely expects the company to display social and ethical standards as part of the exchange (Freeman, Harrison, Wicks, Parmar, & de Colle, 2010). On the other hand, a corporate leader may only be motivated to be socially responsible when it is good for business (Porter & Kramer, 2011). The different expectations for CSR help to explain why little alignment has occurred between business and society regarding what constitutes meaningful social outcomes (Banerjee, 2014; Ghobadian et al., 2015; Gonin, 2015; Lauesen, 2013; Taneja, Taneja, & Gupta, 2011).

Defining social responsibility for this study. Researchers refer to social responsibility in various ways. For example, the literature includes several similar terms: Corporate Social Performance, Corporate Citizenship, and Corporate Sustainability (Khan, Khan, Ahmed, & Mehfooz, 2012; Visser, 2010). Sethi (1975) reviewed the CSR literature and decided the many and varied definitions make the concept useless. Others do not see the lack of a universal definition as a major issue (Carroll, 1979; Dahlsrud, 2008). For example, when Dahlsrud (2008) reviewed 37 definitions, he found similar dimensions across many, suggesting that it is less about a universal definition and more about an understanding and being able to identify the actual requirements for business within specific contexts.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

It helps to understand the context in which CSR developed. Two broad-based perspectives inform definitions and theories around CSR: the economic/instrumental viewpoint and the stakeholder/ethical viewpoint. The economic/instrumental perspective is most aligned with the needs of shareholders, while the stakeholder/ethical viewpoint maintains that a firm must be accountable to all relevant stakeholders.

A modern approach to CSR tends to reflect a combination of the two extremes, as leaders make many decisions—strategic, instrumental, or even altruistic at times—depending on the business–society relationship (Aguinis & Glavas, 2012; Husted & De Jesus Salazar, 2006; Lauesen, 2013). For example, a strategic approach referred to as enlightened self-interest, takes both society and business into consideration (Carroll, 2015; Ihugba & Osuji, 2011; Porter & Kramer, 2006; Smith & Ronnegard, 2016). Indeed, it would be unreasonable to expect altruism from CEOs given the complexity of the marketplace (Porter & Kramer, 2011). It is thus reasonable to assume that firms are more likely to take a pragmatic approach that blends the moral perspective with economic instrumentalism.

For this study, I selected a definition that emphasizes the role of organizational leaders and stakeholders while addressing social responsibility as a hybrid of the economic/instrumental and normative/ethical approaches. Aguinis (2011, p. 855) defined CSR as the organizational actions and policies that involve the interests of stakeholders, and that reflect economic, social, and environmental performance. The definition straddles the two opposing outlooks, revealing the integrative approach recommended by Pless et al. (2012) and Maak et al. (2016). An integrative approach requires leaders to consider the complexity of the business environment and the importance of stakeholders

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

while working with conflicting values and demands (Maak & Pless, 2006; Pless, 2007; Pless & Maak, 2011).

Business and CSR. One way we can understand the evolution of CSR is by examining economic policy. Neoliberalism is a type of economic policy introduced in the 1980s to replace the post-war Keynesian economic model (Fleming et al., 2013; Kinderman, 2012; Schneider, 2014). The shift to neoliberalism involved downloading to business many of the social welfare programs for which governments had been responsible. These policy changes turned the notion of social responsibility into another business activity that was necessary to secure corporate legitimacy and a social license to operate (Patzner, Voegtlin, & Scherer, 2012).

As with any activity, organizations must weigh the costs of social responsibility programs. The assessment is a difficult one since scholarly attempts to prove a direct relationship between CSR and a firm's financial performance have been positive, but highly variable (Boulouta & Pitelis, 2014; Carroll, 2015; Carroll & Shabana, 2010; Kang, Germann, & Grewal, 2016; Porter & Kramer, 2011; Wood, 2010). Still, CSR has continued to grow in popularity among large corporations across the world, reflected by increased reporting on social responsibility activities (Alonso-Almeida, Llach, & Marimon, 2014; Sethi, Martell, & Demir, 2015). Some research suggests that such reporting has not increased the impact of CSR, however. Questions persist around whether these firms have actually complied to a greater extent with CSR principles or demonstrated a more socially conscious form of capitalism (Arevalo & Aravind, 2010; Levy, Szejnwald Brown & de Jong, 2010; Scalet & Kelly, 2010; Toppinen & Korhonen-Kurki, 2013).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The lack of effective CSR has not gone unnoticed. Numerous scholars have criticized reporting agencies, like the Global Reporting Initiative (GRI), for their failure to change corporate behavior to be more socially responsible (Alonso-Almeida et al., 2014; Levy et al., 2010; Toppinen & Korhonen-Kurki, 2013). The GRI recently evaluated its reporting process and found it to be inadequate in changing business policies and practices (GRI, 2015). The report reveals that most large companies that disclose social responsibility-related performance data continue to have negative environmental and social impacts. The GRI has since formed a group to examine better reporting practices and is moving to more integrated reporting (GRI, 2015).

Demand for more integrated reporting (i.e., CSR, governance, and operational information) and CSR assurance is increasing (Brown-Liburd & Zamora, 2015; Frías-Aceituno, Rodríguez-Ariza, & García-Sánchez, 2013; Sierra-García, Zorio-Grima, & García-Benau, 2015). For example, CSR reports are met with skepticism in the auditing world. This is especially true when pay-for-performance is tied to CSR investment. Brown-Liburd and Zamora (2015) examined CSR assurance processes and integrated reporting in the United States. They found that when pay-for-CSR-performance and high CSR investment levels exist in a company, investors increased their stock price assessments only when CSR assurance was conducted. The authors' skepticism was worthwhile, and their findings added weight to the call for integrated reporting and the expansion of CSR assurance.

Corporate leaders and CSR. While the business world has made an increasing commitment to CSR, corporate leaders have not consistently displayed what many would consider socially responsible behavior. The variability in interpretation and application of

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

CSR is evident in the examples of irresponsible behavior (Fleming, Roberts, & Garsten, 2013; Lindgreen & Swaen, 2010; Schneider, 2014). For example, British Petroleum's CEO was deeply insensitive to social impacts on local communities during the company's massive oil spill in the Gulf of Mexico (Lange & Washburn, 2012; Sherwell & Lawler, 2015). In Canada, Valeant Pharmaceutical's former CEO implemented aggressive business practices that included dramatic price hikes for prescription drugs. This resulted in numerous shareholder lawsuits against Valeant executives and directors who were accused of securities fraud and insider trading (Livesey, 2017; The Economist, 2015).

Of course, not all senior leaders demonstrate unethical behavior. For example, the CEO of Johnson and Johnson Inc., the makers of Tylenol, strategically demonstrated social responsibility towards consumers by effectively managing a devastating crisis after seven deaths were linked to poisoned Tylenol capsules (Fletcher, 2009). The company took responsibility even though there was no evidence of corporate wrongdoing, and the strategy paid off (Knight, 1992). The focus on public safety saved the company, and the brand rebounded quickly after the firm introduced improved packaging (Crossan, Mazutis, & Seijts, 2013; Fletcher, 2009). In 2008, Maple Leaf Foods Inc. also launched a social responsibility strategy that balanced potential harm to stakeholders with the strategic importance of reputation management. The CEO put the public first, and profitability second, when the company quickly assumed responsibility for tainted meat and removed the products from retail outlets (Stevenson, 2008).

Stakeholder engagement improves CSR. Since the 2008 financial crisis and incidents of corporate scandal and risk-taking, we have seen a renewed interest in CSR,

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

particularly around notions of transparency and ethical decision-making (Ghobadian et al., 2015; Junaid, 2013; Lauesen, 2013). Researchers have employed new approaches and designs to try to identify the factors to explain the lack of positive outcomes for CSR strategies (Devinney et al., 2013). New research includes applying multiple theories to explain the complexities of CSR in a more holistic way (Aguinis & Glavas, 2012).

For example, scholars have switched the focus of their research to the objectives, predictors, and consequences of social responsibility to understand the reasons for inadequate CSR strategies (Doh & Quigley, 2014; Ghobadian et al., 2015; O’Riordan & Fairbrass, 2014; Stahl & Sully de Luque, 2014). An activity that has been proven to make social responsibility programs more effective is building sound relationships with stakeholders.

To be socially responsible is to interact and collaborate with all relevant stakeholders so the firm’s policies and decisions go beyond financial and legal requirements and align with the values and objectives of society (Freeman et al., 2010; 1984; Hemingway & Maclagan, 2004; Maak & Pless, 2006; Mosley et al., 1996; Voegtlin, 2016; Waldman & Balven, 2014). Not only does stakeholder engagement lead to effective CSR strategies, it is a driver of economic performance (Ayuso, Rodriguez, Garcia-Castro, & Arino, 2014; Bondy & Starkey, 2014; Cheng, Ioannou, & Serafeim, 2014; Lauesen, 2013; Lee, 2011; O’Riordan & Fairbrass, 2014; Porter & Kramer, 2006, 2011). By working with multiple stakeholders and committing to quality interactions, a firm is more likely to generate moral legitimacy, increased levels of trust, and enhanced organizational performance (Aguinis & Glavas, 2012; Doh, 2012; O’Riordan & Fairbrass, 2014; Pless & Maak, 2011; Stahl & Sully de Luque, 2014).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

R. Edward Freeman introduced the concept of stakeholder management in 1984. Freeman et al. (2010, p. 46) more clearly defined it as the need for an organization to manage relationships with specific stakeholder groups. The relevant groups were those that could affect the organization, or the organization's actions could affect them. Stakeholder engagement captures the actual activity involved in the stakeholder management approach. It involves working with stakeholders and engaging with them on issues and strategies. In this study, I have adopted the approach to stakeholder engagement aligned with Freeman et al. (2010, p. 114), who describe the process as developing, monitoring, and managing relationships to create opportunities for stakeholders to provide input to organizational decisions.

While CSR has been the primary instrument for addressing stakeholder concerns, business has all but ignored input from stakeholders when developing CSR strategies and policies (Brower & Mahajan, 2013; Delmas, 2011; Lee, 2011; O'Riordan & Fairbrass, 2014). For example, Bondy and Starkey (2014) found stakeholder engagement processes to be lacking within 33 of 37 large corporations that developed CSR policy. Further, public trust in business and senior management dropped to record low levels in 2017: Only 37 percent of respondents to an annual global survey said they trusted CEOs (Edelman, 2017).

There is little in the extant literature to explain the nature of stakeholder engagement. Methods to select stakeholders, prioritize interests, and gauge the level of influence stakeholders may have on the organization's decisions are lacking (Hall, Millo, & Barman, 2015; O'Riordan & Fairbrass, 2014). What is known is that stakeholder engagement continues to be underutilized by business as a powerful instrument to

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

facilitate social responsibility, trust, and overall performance (O’Riordan & Fairbrass, 2014).

Senior leaders, personal values, and stakeholder engagement. Researchers have uncovered some reasons for the lack of involvement of stakeholders in organizational strategies and decisions. Eccles, Ioannou, and Serafeim (2014) and O’Riordan & Fairbrass (2014) pointed to the individuals within organizations who have power and influence—the senior leaders. Processes involved in stakeholder engagement and CSR strategies are subject to the discretionary decision-making authority of influential corporate leaders (Doh & Quigley, 2014; Pless et al., 2012; Stahl & Sully de Luque, 2014; Waldman & Balven, 2014).

How a process is conducted, and which stakeholders are selected depends on the perceptions and values of senior leaders (Greenwood & Van Buren III, 2010; O’Riordan & Fairbrass, 2014). A leader’s philosophical approach to engagement and social responsibility stems from her values and beliefs (Brandt, 2016). While the literature is clear that personal values greatly influence decisions, just how the process occurs remains mysterious because there is little research on those who oversee the strategic decisions (Aguinis & Glavas, 2012; Hemingway & Maclagan, 2004; Maak et al., 2016; Pless et al., 2012).

Indeed, there is a lack of information in general about the role senior leaders play in CSR (Walls & Berrone, 2015). Many inputs are involved in leadership behavior, such as individual and contextual factors, yet it is the individual’s actions and decisions that are a missing link in understanding organizational responsibility (Maak, Pless, & Waldman, 2016; Voegtlin, 2016; Waldman & Balven, 2014). We could assume from this

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

that exploring social responsibility through the lens of personal values may provide insights into the reasoning behind the decisions that define a company's record of responsibility or irresponsibility.

What we know is that senior leaders make values-based decisions that affect social and financial results; what we need to understand is how a leader's mindset influences these decisions (Brundt, 2016; Pless et al. 2012; Tideman, Arts, & Zandee, 2013; Voegtlin, 2016). Research that emphasizes how personal values affect the decisions of senior leaders could help to explain inadequate CSR outcomes and the issues of trust that continue to plague organizations (Edelman, 2017; Ingenhoff & Sommer, 2010; Mostovicz, Kakabadse, & Kakabadse, 2011).

This study may contribute new insights into how social responsibility strategies can be improved by exploring some Canadian senior leaders' values about stakeholder engagement. I targeted stakeholder engagement because the leader's approach to involving stakeholders in strategies and decision-making will forecast the social responsibility of the firm (Aguinis & Glavas, 2012; Maak, 2007; O'Riordan & Fairbrass, 2014). In this manner, social responsibility is facilitated by stakeholder engagement and trusted relationships, and not limited to an isolated CSR program or policy. The information may be useful to other leaders who want a tangible way to improve social responsibility in their organizations and contribute to positive results for business and society (Acquier et al., 2011; Aguinis & Glavas, 2012; Cheng et al., 2014; Fifka & Berg, 2013; Fleming et al., 2013; Morgeson, Aguinis, Waldman, & Siegel, 2013).

Background of the Problem

CSR has been intensely criticized for not meeting the social expectations ascribed to it: offsetting the potential negative consequences of capitalism, providing a safety net for neoliberalism, and generally advancing the social, ethical, and environmental performance of organizations (Banerjee, 2014; de Colle, Henriques, & Sarasvathy, 2014; Schneider, 2014; Sklair & Miller, 2010). This occurs even though thousands of large corporations have embraced CSR reporting and GRI standards (Fifka, 2013; Sethi et al., 2015). In 2015, 7,500 organizations were participating in the GRI in over 90 countries and representing 92% of the world's largest corporations (GRI, 2015). While this version of social responsibility may help firms with reputation and public relations, the more profound impacts, like enhanced trust and behavioral change, have not materialized (Alonso-Almeida et al., 2014; Edelman, 2017; GRI, 2015; Sierra-García, Zorio-Grima, & García-Benau, 2015).

The inconsistent approach to stakeholder engagement has likely played a role in cases where CSR shows no meaningful impact. Even though stakeholder engagement is an essential first step in CSR strategy development, business leaders have tended to ignore stakeholder input (Ayuso et al., 2014; Lauesen, 2013; O'Riordan & Fairbrass, 2014). To explain this phenomenon, researchers have turned their focus to the corporate leaders within the organization.

Senior leaders make the big decisions on organizational strategy and policy. They determine whether and how stakeholder engagement is conducted, and influence, positively or negatively, the firm's approach to social responsibility. Surprisingly, there has been little focus on them in the literature (Molina-Azorin, 2014; Trong Tuan, 2012;

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Waldman & Balven, 2014). Aguinis and Glavas (2012) found that just 4% of research was focused on individual factors related to the personal values of senior leaders. The lack of research and practical advice to help leaders understand the power and effect of their decisions is a significant challenge for business leaders.

To try to understand leaders' decision-making, researchers have examined individual mindsets (Maak et al., 2016; Pless et al., 2012; Tideman et al., 2013; Voegtlin, 2016). Recent research focuses on the characteristics and behaviors that make up a leader's mindset. For example, Pless et al. (2012) identified some qualities for a *responsible leader*: morally motivated, creates values for business and society, balances rationality and emotions, is a transformational leader, and engages all legitimate stakeholder.

We need further research to understand the influence of personal values on senior leaders' decisions—how they affect the leader's decision-making around stakeholder engagement directly, and CSR strategies, indirectly (Adams, Licht, & Sagiv, 2011; Chen, Lune, & Queen, 2013; Godos-Diez, Fernández-Gago, & Martínez-Campillo, 2011; O'Riordan & Fairbrass, 2014; Pless, et al., 2012). For this research, I used the definition of a personal value as defined by Rokeach (1973, p. 25), who referred to a value as a standard that guides and determines action, ideology, presentations, and comparisons. Rokeach's (1973) 36 values have been widely validated and highly influential in values research over the decades (Hemingway, 2013; Schwartz, 1992, 1999; Schwartz & Bilsky, 1987).

Understanding decision-making processes is essential to developing insights into how individuals and firms present different approaches to social responsibility. If leaders

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

have access to such information, it may help them understand and better manage corporate behavior and begin to align social responsibility strategies with stakeholder objectives. Strategically aligned social responsibility programs would be more likely to build moral capital and enhance stakeholder trust in the organization and the individual senior leaders (Chen et al., 2013; Eraković & Overall, 2010). Ultimately, effective social responsibility outcomes and enhanced firm performance should follow (Devinney et al., 2013; Morrison & Mujtaba, 2010; Ntim & Soobaroyen, 2013).

Statement of the problem. Leaders who engage their stakeholders are more likely to generate moral legitimacy and higher levels of trust, as well as higher financial and social performance and profits (Eccles et al., 2014; O’Riordan & Fairbrass, 2014; Stahl & Sully de Luque, 2014; Tideman et al., 2013). However, while business leaders have acknowledged the importance of engaging stakeholders, they have not tended to incorporate stakeholder input in CSR strategies (Lee, 2011; O’Riordan & Fairbrass, 2014).

A critical assumption of this study is that the leader’s mindset influences her decisions around stakeholder engagement and these decisions determine the outcome of the firm’s social responsibility strategies (Bondy & Starkey, 2014; Lauesen, 2013; O’Riordan & Fairbrass, 2014). The literature is clear that personal values greatly influence leaders’ decisions, but just how the process occurs remains mysterious since there is little research on those who make the strategic decisions (Aguinis & Glavas, 2012; Hemingway & Maclagan, 2004; Maak et al., 2016; Pless et al., 2012).

Purpose of the study. The purpose of this study is to focus on the individual leaders of business and gain a better understanding of how stakeholder engagement and

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

social responsibility are manifest in the decisions and actions of responsible leaders. By exploring leaders' decisions through the lens of personal values, I have demonstrated the motivations of responsible leaders, a missing element of the responsible leadership framework (Carter & Greer, 2013; Voegtlin, 2016; Waldman & Siegel, 2008).

The extant literature typically focuses on the social and environmental responsibility of organizations, not the social responsibility of leaders (Crane, Matten, & Moon, 2008; Scherer & Palazzo, 2007; Voegtlin, 2016). The fact that responsibility is not included in current leadership styles limits their application and fails to provide insight into the irresponsible conduct of some leaders (Eisenbeiss, 2012; Frisch & Huppenbauer, 2013; Kalshoven, Den Hartog, & De Hoogh, 2011). Applying responsible leadership theory to this study makes responsibility a primary factor in these leaders' decisions and actions. Given the public response to the many corporate scandals and the continued calls for more responsible leadership, new research that focuses on leadership and responsibility is a useful pursuit (Edelman, 2017; Voegtlin, 2016). Using it to understand how companies come to reflect different expressions of social responsibility has informed ongoing questions about the inconsistent and sometimes irresponsible practices of organizations.

Responsible leadership theory can provide some necessary insights into how individual leaders' decisions are made relative to organizational social responsibility (Aguinis & Glavas, 2012; Voegtlin, 2016). My study may contribute to responsible leadership theory by identifying personal value dimensions aligned with the *Integrator*, a responsible leader orientation or mindset developed by Pless et al. (2012) and based on alternative types of responsible leaders first described by Waldman and Galvin in 2008.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The Integrator is one of four mindsets for responsible leadership: *traditional economist*, *opportunity seeker*, *integrator*, and *idealist*. Maak et al. (2016) developed the concepts further and limited the manifestation of responsible leadership to two primary styles of leader that were typically visible in the marketplace: the *integrative leader* and the *instrumental leader*.

The integrative leader concept is foundational to my research because the leader's characteristics address the needs of today's complex, multi-stakeholder environment (Maak et al., 2016; Pless et al., 2012). This type of leader seems to be gaining support, at least in the literature. According to the GRI (2015), business leaders will need to espouse values that support and address the impending growth of stakeholder influence in the next decade. The organization further predicts that companies will need integrated management that operates across sectors and regions, monitors performance and impacts, and collaborates with others to address challenges. These changes will require a new management/leadership culture and a different type of leader, an integrative leader.

While some authors consider the integrative mindset as an extension of ethical, transformational, or servant leadership theories, others see the responsible leader as a unique and necessary leadership style (Maak et al., 2016; Voegtlin, 2016; Waldman & Balven, 2014). The literature is still evolving as researchers continue to develop responsible leadership theory. I have followed the recommendations of scholars who see the need to build responsible leadership theory.

The influence of values on leadership behavior is essential to this study. Scholars have explored personal values in various fields, including psychology, sociology, anthropology, and management science (Kaldschmidt, 2011). While the literature clearly

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

states that personal values greatly influence leaders' decisions, little research exists that examines how this process occurs (Aguinis & Glavas, 2012; Maak et al., 2016; O'Riordan & Fairbrass, 2014; Pless et al., 2012). Values are also important in stakeholder engagement processes since they often involve numerous stakeholder groups that must respect each other's values and agree on a common outcome (Brummette & Zoch, 2015; Mathur, Price, & Austin, 2008). When an organization demonstrates socially acceptable values, the community deems it to be legitimate; in turn, legitimacy ensures the firm has a social license to operate and sustain its competitive advantage (Aguinis & Glavas, 2012; Campbell, Eden, & Miller, 2012; Suchman, 1995).

Understanding more about the personal values and processes senior leaders employ in decision-making may help to explain the effectiveness (or ineffectiveness) of social responsibility strategies within organizations (Eccles et al., 2014; Greenwood & Van Buren III, 2010).

Research question. Leadership plays a central role in determining a socially responsible culture, and a values-based leadership approach is essential in sustaining management policies and practices that embed responsibility in the organization (Brandt, 2016; Tideman et al., 2013). Earning a social license within today's diverse marketplace requires a leadership mindset that is different from the dominant leadership model (Tideman et al., 2013). The new leader's mindset is one that recognizes change is ongoing, increasing complexity has become the new normal, and working effectively with stakeholders is essential to building a sustainable business (Brandt, 2016; Tideman et al., 2013; Voegtlin, Patzer, & Scherer, 2012).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

A key objective of this study was to explore the mindsets of responsible leaders, specifically integrative responsible leaders, to gain an understanding of how these leaders influenced social responsibility in their companies. Central to the inquiry was the identification of personal values that would serve to motivate the leaders to make responsible decisions. The literature includes behavioral characteristics for the responsible leader, but a gap exists in terms of how values are involved in the socially responsible leader's decision-making.

The research question I posed to inform this area of the research and practice was: What are the personal values that affect the decisions of responsible leaders around social responsibility?

Significance of the Research

My research focuses on the responsible integrative leader who balances ethical, business, and social objectives. Such a leader is inclined to engage stakeholders and ensure the success of social responsibility policies and strategies (Jones, 2015). Indeed, the decisions and actions of integrative leaders shape the firm's social responsibility character, and enhance overall performance (Kaldschmidt, 2011; Maak et al., 2016; Wang et al., 2015). The leaders in my study included an element of competitiveness in their leadership style. While a modification of the integrative leader described in the literature (Pless et al., 2012; Maak et al., 2016), they demonstrated how leaders can respect and support the interests of many stakeholders while ensuring a competitive business environment. This hybrid approach earned them the name, pragmatic integrative leaders.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

By identifying the value dimensions that motivated the senior leaders in my study I added a component that has been missing in the developing research on responsible leadership. Information that explains how values inform and direct a pragmatic integrative leader's decisions and actions will help practitioners understand how such a leader can contribute to the success of the firm, while establishing trust and legitimacy. At the same time, I have made an effective narrative available to other leaders who struggle to operate ethically and responsibly in a highly competitive and challenging global marketplace.

Contribution to Business Practice

Interest in leaders' personal values and motivations is due in significant part to the unethical behavior that persists on behalf of some senior leaders within the corporate world (Pless et al., 2012; Voegtlin, 2016). Continuing incidents of unethical behavior reveal the limitations of the dominant leadership style in corporate organizations today. Many leaders are more interested in efficiency, calculability, and measurable results, showing little regard for others or building inter-personal relationships (Tolofari, 2005). Various scholars have recommended a different type of leadership—one that is more focused on personal values than management principles—to enable organizational learning and stability (Sarid, 2016; Strand, 2011).

Leaders have a critical role to play in defining the social responsibility of an organization because of their influence over decisions and actions (Jones Christensen, MacKey, & Whetten, 2014; Morgeson et al., 2013; Mostovicz et al., 2011; Pless et al., 2012). While leaders are undoubtedly aware of their power to shape the organization and its culture, they may not understand how their personal values influence them or how

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

they have come to develop a particular mindset. Once aware, they may choose to alter their behavior and become a more responsible leader.

This study further defines the responsible leader by identifying the value dimensions that are likely to be the motivational push behind the leader's decisions. Human Resource (HR) leaders could benefit by using the information on responsible leadership in their selection and leadership development processes (Veríssimo & Lacerda, 2015). While some values are part of the inner being of the individual, like integrity, other values can be changed. Rokeach (1973) found that at least 30 of the 36 values in his value survey changed with age, from early adolescence through to old age. People can change their values for good when they become aware of contradictions within their belief systems. Given the enduring, yet continuously adapting nature of many values, with the right training and development, leaders should be able to adjust certain values to develop a more integrative mindset.

Boards of directors may favor a different style of leader when given evidence that integrative responsible leaders can deliver more effective global business relations and increased competitiveness (Henisz, Dorobantu, & Nartey, 2013). A CEO hiring a team of executives would benefit from knowing (a) her own mindset and the values she espouses, and (b) what the critical values of her new team should be to help her transfer a consistent value set across the organization. HR teams can develop new job descriptions for recruiting senior leaders and revise performance management measures for those currently in the senior leadership positions.

The employees of an organization benefit when the values of the senior leadership align with the values understood to reflect the culture of the organization (Cording,

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Harrison, Hoskisson, & Jonsen, 2014; Mirvis, 2012). For example, employee engagement surveys have indicated that engagement in the business is enhanced when senior leaders demonstrate certain qualities and behaviors. A leader who is genuine, respectful, fair, caring, and communicates well with employees will foster a highly engaged organization (Cording, Harrison, Hoskisson, & Jonsen, 2014; Mirvis, 2012). In turn, employee engagement leads to greater job satisfaction for individual employees and enhances overall firm performance (Maak, 2007; Sloan, 2009). The characteristics and values of an integrative leader would add value to the engagement of employees and foster strong performance and culture.

Leaders in this study saw stakeholder engagement as an extremely important component of their organizational strategy. Research that reinforces the benefits of stakeholder engagement to firms may convince other leaders to revisit stakeholder management strategies. Organizational consultants can use the research to redirect the social responsibility emphasis to senior leaders and emphasize the very tangible and positive impact of stakeholder engagement on the organization as a pragmatic approach to improving social responsibility (Greenwood, 2007).

Stakeholder engagement, in its role as a catalyst for social responsibility, can be used as a targeted strategy to incent senior leaders (Ihugba & Osuji, 2011; O’Riordan & Fairbrass, 2014; Voegtlin, 2016). The promise of increased performance, productivity, and overall profits is a business approach that is mutually beneficial for business and society. Uptake would tend to require continuous marketing and promotion, development of better stakeholder tools and practices, and further research.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Senior leaders cannot continue to ignore stakeholder engagement if they want to maintain legitimacy and the trust of their stakeholders (Bal, Bryde, Fearon, & Ochieng, 2013; Bondy & Starkey, 2014; Freeman et al., 2010; Lee, 2011; Martín-de Castro, Amores-Salvadó, & Navas-López, 2016; O’Riordan & Fairbrass, 2014; Pirson & Malhotra, 2011; Voegtlin, 2016). My research demonstrated how some senior leaders of Canadian companies successfully engage stakeholders while simultaneously performing as top employers, both financially and socially. Overall, the findings may fill some knowledge gaps on how personal values influence decision-making around stakeholder engagement, social responsibility, and organizational trust.

Awareness is the first step in any change; this study takes awareness to the next level by exploring how some senior leaders have already begun to practice an integrative responsible leader mindset. Their success is reflected in their recognition as top leaders in Canada.

Implications for Social Change

The culture of corporations and global finance has become problematic given the lack of consistently responsible outcomes, and a preference for corporate responsibility that is instrumental at best and greenwashing at worst (Banerjee, 2014; Connolly, 2012; Fleming et al., 2013; Lauesen, 2013; Sklair & Miller, 2010). This research adds to the developing literature regarding the relevance of integrative responsible leadership in today’s marketplace. The appointment of a more integrative type of leader to corporate positions should help move the barriers to implementing effective forms of CSR that balance the needs of the organization and society (Porter & Kramer, 2006, 2011).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Business owners will have more evidence to make decisions about what type of leader they require. If they are committed to a socially responsible organization, they will recognize that an integrative leader will have the capacity and desire to effectively engage stakeholders (including employees), develop long-term strategies to complement short-term transactions, and demonstrate highly ethical behavior. Adopting hiring practices that celebrate integrative leaders could lead to a considerable positive change in organizational hiring practices, the culture, and performance of organizations.

Community stakeholders may benefit when leaders who are more socially responsible positively influence the decisions and actions of the organization. Corporations that employ integrative leaders in senior positions could change the image of companies, in general, and become more trusted by citizens, government, and non-governmental organizations. For example, a CEO who engages all relevant stakeholders will be aware of the important issues that the company can address, helping to build better relationships in the long term. Actual societal change is possible when a leader and his organization's values align with the values of the community as the issues that are the most important will be the ones the company addresses (Pless et al., 2012). In time, we could see a shift in leadership models, away from the traditional economist/transactional leader and towards a more integrative type of leader.

Putting *people first* is an important leadership goal (Crane, Matten, & Spence, 2013; Pfeffer & Veiga, 1999). By choosing leaders who value people, we are returning to a more compassionate style of leadership. The responsible leader who integrates the ethical, economic, and social values involved in business and society is, by definition, a leader who respects and cares about people (Pless, 2007; Voegtlin, 2011, 2016). Given

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

the integrative leader's propensity to be inclusive and fair-minded, the operations and policies of the organization should reflect the interests of both the business and the community because they have been informed directly by relevant stakeholders engaged in collaborative ways.

Summary and Transition

This introductory chapter, with information about the research question, the purpose of the study, and the implications of the findings has set the stage for the remainder of the report. The following chapter is a review of the relevant literature. The literature review was a critical early step in the dissertation process. I reviewed the research on CSR, stakeholder engagement, responsible leadership, personal values, and other related areas. A deep understanding of the literature equipped me to develop the research design and prepare the next steps in the overall project.

Chapter 2

A Review of the Literature

In this section, I explore social responsibility from its historical roots to the present and ultimately focus on the antecedents of social responsibility. A deep dive into the literature enabled me to understand the multiple perspectives employed by leaders and stakeholders and the controversy surrounding the construct. A key outcome of the literature review was a lack of evaluative studies on the social impact of CSR. Finding little evidence of CSR's social effectiveness, I turned my focus to the factors that tend to predict and facilitate a more effective form of CSR.

My research exposed another important finding, that stakeholder engagement is a predictor of successful CSR (Aguinis & Glavas, 2012; O'Riordan & Fairbrass, 2014). Little uptake for stakeholder engagement, even though the returns on this activity are high, led me to dig deeper for another reason for ineffectual social responsibility outcomes. Eventually, my work uncovered a research gap regarding the ignored role of senior leaders in social responsibility, and how their personal values influence decision-making.

A Spectrum of CSR

An important first step in any exploratory process is to understand the concept through its description in the literature. From the outset, I wanted to learn about the effectiveness of CSR, both socially and economically. What became clear is that effectiveness is linked to the overarching perspective of CSR that is applied by the researcher or practitioner.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Rather than applying one explicit unidimensional point of view, we can best understand CSR as a spectrum of social responsibility (Banerjee, 2014; Carroll, 1991; Dalshrud, 2008). Two very different and opposing viewpoints provide endpoints for the spectrum, the shareholder/economic perspective, and the stakeholder/ethical perspective. Scholars have developed various theoretical frameworks and definitions, primarily as a function of these two broad and opposing views (Banerjee, 2014; Kemper & Martin, 2010; Lauesen, 2013; Stahl & Sully de Luque, 2014).

The shareholder/economic perspective became popular in the 1970s and is most often linked to Milton Friedman (1970). It replaced the managerial/ethical CSR paradigm popularized in the 1950s and 1960s. Friedman (1970) believed business was responsible only for conducting business, and the social issues should be left to government and other appropriate agencies. Later, scholars the approach was softened somewhat by adding conditions under which CSR could be considered; that is, CSR would be implemented when it was good for business (Pless et al., 2012). The more evolved instrumental approach allows for some flexibility as the process can be broader and more strategic, with an emphasis on working with multiple stakeholders (McWilliams, 2015; McWilliams, Siegel, & Wright, 2006). However, at its core, the economic orientation explicitly maintains that the obligation to engage in CSR exists only if there is a direct return on investment for shareholders (Waldman & Siegel, 2008, p. 119).

The newer economic/instrumental CSR remains the dominant philosophical approach to CSR for North American business (Lauesen, 2013). In the 1980s, neoliberalism prompted a further change in the model, as business was encouraged to become more involved in the welfare of the state (Banerjee, 2014; Lauesen, 2013).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Bhattacharya, Korschun, and Sen (2009) demonstrated an instrumental CSR application by devoting the business's discretionary resources to an internal marketing program that included CSR. Given findings that suggested employees were interested in social responsibility, their research suggests involving employees in CSR activities benefits the firm. It also fulfills individual employee's desires to be socially responsible.

The stakeholder/ethical viewpoint, first put forward by R. Edward Freeman (1984), maintains that stakeholders other than shareholders must be considered (Freeman et al., 2010). The approach defines social responsibility as the right thing to do, and cost is not the determining factor (Freeman, 1984; 2010). Bowen (1953) reflected this ethical perspective with his belief that business people have obligations to society and any decisions and policies should reflect social needs and desires.

The stakeholder viewpoint has become more relevant today as the number and diversity of stakeholders has grown along with their demands on business (Edelman, 2017; Gonin, 2015; Stahl & Sully de Luque, 2014). The perspective puts the onus on leaders and managers who make the decisions and strategies within organizations. Still, practitioners and scholars have struggled to determine the best processes and practices to implement stakeholder engagement, like how to identify the relevant stakeholders and the best processes to engage them (Weitzner & Deutsch, 2015).

A strategic or integrative approach combines components of the two viewpoints to optimize the outcomes for the firm and society (Baumgartner, 2014; Gonin, 2015; Husted & De Jesus Salazar, 2006; Porter & Kramer, 2006; Wilburn & Wilburn, 2014). While Freeman et al. (2010) maintained that the integration and synthesis of the two opposing perspectives is inherent in stakeholder theory, others (Kemper & Martin, 2010,

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Pless & Maak, 2012; Stahl & Sully de Luque, 2014) recommended new approaches that integrated multiple theories and brought the two opposing viewpoints together into one, more balanced perspective. The strategic or integrative leader makes a social investment assuming she will obtain specific benefits, like premium products or a good reputation, while serving the needs of stakeholders.

For example, when a company funds a scholarship, such a strategic investment is likely to enhance reputation and goodwill for the company and lead to higher profits (Husted & De Jesus Salazar, 2006). On a similar line, natural resource industries must interact with a wide variety of stakeholders, especially when the government is involved in the regulatory process. One of the Canadian leaders in my sample represented the natural resources sector where stakeholder management is a requirement for success given public ownership of land and resources. By appointing a Vice President (VP) of Stakeholder Relations to work with government and external groups, the company successfully achieved optimum results, such as having a leading role in the development of policy and legislation about natural resources.

Voluntary, Regulated, and Hybrid CSR Models

The motivation for CSR has been disputed, as well. For example, Armstrong and Green (2013) showed a preference for a voluntary CSR while Connolly (2012) and Frynas (2013) called for regulation. CSR was introduced as a voluntary mechanism in North America and the United Kingdom after the Second World War and has continued in this manner (Lauesen, 2013). Since the 2008 financial crisis, however, there has been increasing criticism laid against the voluntary nature of CSR, mainly because voluntary

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

CSR has failed to curtail corporate irresponsibility (Draskovic & Lojpur, 2013; Lauesen, 2013; Ormiston & Wong, 2013).

Fifka and Berg (2013) and Kemper and Martin (2010) suggested the current style of CSR may have run its course because with only the market to define limitations there have been too many incidents of irresponsibility. These critics have discussed the need for regulation and other mechanisms to change the way business approaches CSR. Meanwhile, Armstrong and Green (2013) maintained that regulation would not necessarily improve social outcomes beyond what the free market would achieve because no scientific studies have been found to prove that regulation is superior to non-regulation.

Hybrid approaches exist, as well. Some scholars suggested combining voluntary and regulated activities to create a new CSR. Frynas (2012) found that government regulation played a significant part in improving oil spills in the past few decades, yet the role played by CSR was less clear. Freeman et al. (2010) maintained that CSR becomes redundant because of the power of stakeholder theory. Others see stakeholder engagement and CSR working together to achieve maximum results (O’Riordan & Fairbrass, 2014).

CSR and Trust

CSR is supposed to engender or restore trust and provide the necessary legitimacy for business (Lauesen, 2013). Instead, some would posit it has been used primarily as an instrument for public relations or branding (Mostovicz et al., 2011; Stahl & Sully de Luque, 2014).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Scholars have demonstrated that meaningful relationships with various stakeholders, outside and inside the organization, can be a source of competitive advantage for the firm (Pirson, Martin, & Parmar, 1994, 2012). Changing societal expectations and low levels of stakeholder trust have become a concern for business leaders, suggesting a need for further research (Fifka & Berg, 2013; PricewaterhouseCoopers, 2016).

The 2017 Trust Barometer, an annual measure of institutional trust, produced the lowest scores since the survey was launched 16 years ago. Scores for the four main institutions were: government at 41 percent, business at 52 percent, media at 43 percent, and non-governmental organizations at 53 percent (Edelman, 2017). The decline in institutional trust is underscored by another all-time low for CEO credibility, at 37%. Trust plays a substantial role in this study as an enabler and expected outcome of effective CSR strategies informed by sound stakeholder engagement.

CSR and Business

Business leaders have their preferences about how to implement social responsibility. If leaders prefer Friedman's (1970) view, they will either not implement CSR at all (which is highly unlikely today, given societal demands for more responsibility) or use it for reputation management or goodwill, and only if it makes business sense (Marens, 2013; Stahl & Sully de Luque, 2014). If a business leader believes in stakeholder primacy, the company will show an appreciation for multiple stakeholders, not just the shareholders, and express willingness to address various interests in the firm's decisions and CSR strategies (Fleming et al., 2013; Freeman et al., 2010). When leaders choose various interests and stakeholders, they are showing an

enlightened self-interest (Carroll & Shabana, 2010; Lauesen, 2013; Wilburn & Wilburn, 2011). For example, the former CEO and current Chair of Danone committed the firm to create economic value by creating social value (Kruglianskas & Vila-nova, 2013).

Unilever's CEO has a vision to fully decouple growth from the company's environmental footprint and increase positive social impact through the company's sustainability plan (Unilever, 2015).

CSR and Society

Over the past sixty years, we have seen an impressive amount of research on CSR, but only a limited number of assessments of CSR's impact on the environment or society (Banerjee, 2014; Fifka & Berg, 2013; Khan et al., 2012). Instead, much of the CSR literature has focused on finding a link between CSR and the corporation's financial results. This singular focus has complicated efforts to identify other potential outcomes of CSR, like how it performs as a societal aid (Aguinis & Glavas, 2012; Banerjee, 2014; Fleming et al., 2013; Porter & Kramer, 2011; Raghurir, Roberts, Lemon, & Winer, 2010). The learnings from this literature pointed to the need to develop better performance measures to help firms understand how their CSR efforts are generating social value.

Since the financial crisis of 2008, more researchers and practitioners have been searching for a better, more ethical CSR (Fifka & Berg, 2013; Kemper & Martin, 2010; Lauesen, 2013). Citizens have become more vocal, particularly through social media, in their demands for more accountability and transparency from business (Edelman, 2017; PricewaterhouseCoopers, 2016). Surveys of public opinion have noted changes in public values as people have demanded more responsibility and transparency from corporations

whose senior leaders have shown irresponsibility towards stakeholders and trust has been compromised (Edelman, 2017; Lauesen, 2013).

Stakeholders and CSR

Researchers are focusing on the factors that predict CSR to understand the consequences of CSR (Campbell et al., 2012; Wu, 2014; Zhu, Sun, & Leung, 2013). For example, if CSR strategies are to be responsive to local needs, they must include input from relevant stakeholders (O’Riordan & Fairbrass, 2014). MNCs, in particular, need effective stakeholder engagement processes given the wide variety of countries and cultures in which they operate (Rhodes, Bergstrom, Lok, & Cheng, 2014).

Scholars are clear that stakeholders must be consulted at the local level, yet actual practice by firms has tended to marginalize stakeholder input, creating unbalanced, insufficient CSR strategies (Bal et al., 2013; Bondy & Starkey, 2014; Freeman et al., 2010; Lee, 2011; O’Riordan & Fairbrass, 2014). Bondy and Starkey’s (2014) study of 37 MNCs found external stakeholder input in CSR policy was lacking within 33 of them and staff was only minimally involved. These actions offend the fundamental principles of stakeholder engagement and communicate a negative message to stakeholders regarding their input to CSR strategy (Bondy & Starkey, 2014).

One of the reasons engagement of stakeholders has not become widely implemented may involve a lack of useful processes to guide leaders and managers. Not having standardized methods and practices to effectively engage stakeholders likely contributes to leaders’ hesitancy to undertake engagement processes (Mitchell, Agle, & Wood, 1997; Neville et al., 2011; O’Riordan & Fairbrass, 2014). Indeed, scholars continue to disagree on how to identify and define stakeholders even though they agree

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

stakeholder engagement must be one of the first steps in effective CSR management (Banerjee, 2014; Eccles et al., 2014; Freeman et al., 2010).

A failure to implement well-designed stakeholder engagement processes with relevant stakeholders can have significant impacts on local communities and severe implications for the legitimacy of both CSR and the firm (Bal et al., 2013). Leaders could benefit from more targeted research that examines stakeholder engagement practices that can be implemented successfully within corporations (Campbell et al., 2012; O’Riordan & Fairbrass, 2014; Searcy & Buslovich, 2014).

Corporate Leaders and Stakeholder Engagement

For whatever the reason, corporate leaders are missing out on an opportunity to improve decision-making and organizational performance when they choose not to engage their relevant stakeholders (O’Riordan & Fairbrass, 2014). Even with the benefits for the firm clearly defined, senior leaders have not embraced stakeholder engagement in ways we would expect (Banerjee, 2014; Eccles et al., 2014; Freeman et al., 2010; O’Riordan & Fairbrass, 2014; Pless et al., 2012).

Effective stakeholder engagement involves building relationships with stakeholders over the long term and employing the principles of mutual trust and cooperation (Eccles et al., 2014; Freeman et al., 2010). There are benefits to building stakeholder relationships. It starts with trust. When stakeholders trust the organization, both the firm and the community benefit. In addition to producing better social outcomes, there is increased profitability through better productivity and higher employee satisfaction (Aguinis & Glavas, 2012; Bal et al., 2013; O’Riordan & Fairbrass, 2014).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Leaders who engage effectively will come to understand the needs and expectations of stakeholders, and CSR strategies will be more informed and aligned with community needs (Doh & Quigley, 2014; O’Riordan & Fairbrass, 2014; Stahl & Sully de Luque, 2014). Scholars have demonstrated that leaders who are committed to meaningful stakeholder engagement are more likely to perform well in today’s global economy (GRI, 2015; Owen, 2012; Wang, Huang, Gao, Ansett, & Xu, 2015).

Given the evidence for a direct positive link between stakeholder support and a firm’s financial performance, leaders would do well to take advantage of the benefits of meaningful stakeholder engagement (Henisz et al., 2014; O’Riordan & Fairbrass, 2014). For example, Cheng et al. (2014) confirmed, via multiple analyses, that high performing CSR strategies comprised of improved stakeholder engagement and increased transparency led to better access to finance (i.e., lower capital constraints).

Research that focuses on leaders’ decision-making processes around stakeholder engagement may help them understand the relevance of stakeholder engagement and the impact it can have on their firms (Hall et al., 2015; Neville et al., 2011; Thijssens, Bollen, Hussink, 2015; Wang, Tong, Takeuchi, & George, 2016; Weitzner & Deutsch, 2015). I have targeted stakeholder engagement in my study as a proxy for social responsibility since leaders who work effectively with stakeholders can create an organizational culture that is more socially responsible without compromising the competitiveness of the firm.

Globalization and the Impact of MNCs

Globalization has contributed to growth in the number and size of MNCs (Devinney et al., 2013; Scherer, Palazzo, Seidl, 2013; Whelan, 2012). A surge in CSR literature has corresponded with the growth of MNCs and CSR reporting since the turn of

the millennium, as well (Scherer & Palazzo, 2011). CSR reporting by MNCs is part of their efforts to garner trust and legitimacy in the areas of governance and policy. The leaders of MNCs tend to use CSR to legitimize their involvement with these issues, particularly in regions of the world without clear regulation around fundamental democratic rights and freedoms.

Understanding the leaders behind the MNCs and how they make decisions is an important yet under-researched area (Aguinis & Glavas, 2012; Scherer & Palazzo, 2011). Scherer and Palazzo (2011) have made favorable comments about the role MNCs can play in a globalized society, particularly with the decreasing capacity of governments to provide welfare programs (Banerjee, 2014; Grayson, 2010; Hanlon, 2011). On the other hand, nongovernmental organizations (NGOs) have been critical of this change in mandate for MNCs, claiming a conflict of democratic principles (Scherer, Palazzo, & Matten, 2013).

Regardless of whether we agree or disagree with the politicization of MNCs, it is important to understand how citizens view senior leaders within these organizations, as MNCs have a considerable effect on their lives (Devinney et al., 2013; Junaid, 2013; Scherer et al., 2013). I have focused my research on large organizations, like MNCs, given their presence and influence in society and their relationship with CSR.

Globalization and Leadership

While globalization has added further pressure to the business–society dilemma, the increased demand has provided opportunities for further research and development regarding responsibility (Sklaire & Miller, 2010). The challenges of globalization have led to the realization that one of the most critical objectives for business is to build the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

capacity of leaders and managers of MNCs, so they have the skillsets for global leadership (Ananthram & Nankervis, 2014). Rogers and Blonski (2010) referred to this skillset as a global mindset. A leader's mindset has become an important component in a globalized marketplace (Rogers & Blonski, 2010).

Ananthram and Nankervis (2014) linked global mindsets and sustainable business approaches, as managers must be able to balance global–local interests and factor this into CSR strategies to ensure a sustainable business approach. Some empirical work now exists on the outcomes and benefits of a global mindset and the values, beliefs, and leadership orientations of senior leaders. I will discuss global mindsets in a later chapter as they form an integral part of my study and contribute to the outcomes of the research.

What do we know about global mindsets? The findings of a six-year study done in the UK and Germany pointed to areas where current mindsets need improvement, so leaders can better understand and appreciate the overall impact of their decisions on society (O'Riordan & Fairbrass, 2014). These authors highlighted the importance of internal factors, including the individual values that influence the vision, mission, and ongoing decision-making relevant to the management of CSR strategy. The defining factor of a global leader is his capacity to engage with many diverse stakeholders effectively and respond to issues in fair, respectful, and timely ways (Pless et al., 2012; Voegtlin et al., 2012). Given the many cultural, regulatory, and communications differences with which a corporate leader must wrangle, we would tend to think that CEOs and other senior leaders who are not capable or interested in working with stakeholders are putting their organizations at risk.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Various authors have been working to develop a leadership model to encompass a global mindset. One such model is that of the responsible leader, a concept that reflects an intersection of two fields of study: social responsibility and leadership (Waldman & Balven, 2014). The responsible leader is one who, unlike other leadership typologies, puts the emphasis on responsibility and has the capacity and interest to work effectively with multiple stakeholders (Maak et al., 2016; Pless et al., 2012; Voegtlin, 2016; Voegtlin et al., 2012).

Pless et al. (2012; p.56) developed the four responsible leader mindsets by comparing leader characteristics and behaviors according to: (1) how widely the leader looks to find stakeholders, and (2) the level of accountability she demonstrates when addressing stakeholder needs and demands. The mindset that is closest to a global leader, as described by various scholars and reputable institutions, is the Integrator, given her commitment to a broad group of stakeholders and a high level of accountability to these stakeholders (Maak et al., 2016; Voegtlin, 2016). The responsible leader concept will be further developed in subsequent chapters.

Low Levels of Trust in Business and Business Leaders

Today's CSR has come under scrutiny for a lack of effectiveness in countering the irresponsible actions of senior leaders of business (Edelman, 2017; Fifka & Berg, 2013). Public opinion statistics that provide a measure of the trustworthiness of senior leaders and the organizations they oversee have been consistently low (Edelman, 2017; Fifka & Berg, 2013). Scholars and practitioners alike have been considering strategies to make business more accountable for the social and environmental issues they cause and

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

to help alleviate the general problems within society (Fifka & Berg, 2013; Kemper & Martin, 2010; Lauesen, 2013; Marens, 2013; PricewaterhouseCoopers, 2016).

Porter and Kramer (2006, 2011) blamed the low levels of trust on the company's approach to value creation, claiming that firms have been too focused on short-term profits and have neglected to define a shared value approach that generates economic value for the company and society. When a corporation employs the shared value concept, it expands into social areas that are most aligned with the business model, thereby ensuring maximization of resources and outputs while creating value for the community. Aakhus and Bzdak (2012) and Wilburn and Wilburn (2011) saw the approach as another way to advance conventional rhetoric about what is good for business is good for society, since how priorities are set, or how decisions are made, are not considered in this model. The selection process for priorities seems to be where the flaw, if we consider it as such, exists.

Scholars have also examined governance structures and how they have encouraged or constrained effective CSR strategies (Lin-Hi & Blumberg, 2011; Merry et al., 2012; Ntim & Soobaroyen, 2013; Scherer et al., 2013). However, corporate governance structures have not impeded the incidents of scandal and risk-taking that have occurred throughout the business world (Junaid, 2013; Ntim & Soobaroyen, 2013). As a result, researchers have sought different factors that may better explain this phenomenon (Devinney et al., 2013).

As a result, the new direction for research is to explore the underdeveloped components of CSR, such as studies that focus on individual senior leaders (Aguinis & Glavas, 2012). Accordingly, the emphasis of more recent papers has switched to the

personal values of senior leaders to understand how they may influence the firm's decisions (Jones Christensen et al., 2014; Doh & Quigley, 2014; Mostovicz et al., 2011; O'Riordan & Fairbrass, 2014; Pless & Maak, 2012; Stahl & Sully de Luque, 2014; Veríssimo & Lacerda, 2015). Banerjee (2014) saw the future and relevance of CSR as dependent on senior leaders and whether they understand the biases that influence CSR decision-making, the consequences of their decisions, and how trade-offs between the social, economic, and environment are made.

Senior Leaders and Individual Responsibility

The CSR literature reflects little research on the role of business leaders in the social responsibility outcomes of firms and the impact on society (Pless et al., 2012). Yet, senior leaders can use their powerful positions to shape the policies and practices of firms (Wit & Redding, 2012). They make the decisions that drive the organization and can influence CSR activities and, ultimately, organizational trust (Molina-Azorin, 2014; Pirson & Malhotra, 2011; Trong Tuan, 2012; Witt & Redding, 2012).

Similarly, little research is available that examines how senior leaders formulate decisions around social responsibility and stakeholder engagement (O'Riordan & Fairbrass, 2014). There is evidence that personal values highly influence the behavior of senior leaders (Adams et al., 2011; Chen et al., 2013; Godos-Diez et al., 2011). However, little information is available to describe how personal values affect the senior leader's decision-making, how decisions may affect stakeholder engagement and CSR strategies, and what promotes or hinders responsible decisions (O'Riordan & Fairbrass, 2014; Pless et al., 2012; Stahl & Sully de Luque, 2014). Aguinis and Glavas (2012) put a label on this gap in the literature—a black box.

Responsible Leaders and Personal Values

Waldman (2011) defined responsibility as being based on ethical or moral standards, focused on others, and being accountable to others for one's actions. The responsible leader orientation is broader than the ethical leadership approach, which is more individually oriented (Voegtlin, 2016; Waldman, 2011). Defining to whom the leader is responsible is what distinguishes the two perspectives that help to explain responsible leadership—an economic versus a stakeholder perspective. The two perspectives continually emerge when CSR or stakeholder engagement are discussed.

Personal values greatly influence decision-making, a finding not just confirmed by the literature, but the leaders in my sample who believed their values factor into every decision they made (Brandt, 2016; Greenwood & Van Buren III, 2010; O'Riordan & Fairbrass, 2014; Pant & Lachman, 1998; Waldman et al., 2006). Until recently, CSR research focused primarily on the macro environment—the organization, sector, or governance structures (Aguinis & Glavas, 2012). A newer direction for research emphasizes micro-foundations—individual actions and interactions within organizations (Aguinis & Glavas, 2012; Barney & Felin, 2013; Bridoux & Stoelhorst, 2014; Jones Christensen, Mackey, & Whetten, 2014). Understanding more about what it means for a leader to be responsible has led to an emerging concept called responsible leadership.

A unifying definition of responsible leadership has yet to emerge (Voegtlin, 2016). Even though different understandings of responsible leadership exist (Miska et al., 2013; Pless et al., 2012; Stahl & Sully de Luque, 2014; Waldman & Siegel, 2008), scholars agree interacting with stakeholders is a significant component (Doh & Quigley, 2014; Pless and Maak, 2011; Stahl & Sully de Luque, 2014; Voegtlin et al., 2012). I

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

employed the definition developed by Maak and Pless (2006) who defined responsible leadership as a social-relational and ethical phenomenon that involves interaction with many stakeholders. Pless et al. (2012) developed orientations for responsible leadership that are foundational to this study.

Voegtlin (2016) delved deeper into responsible leadership to strengthen and position the construct within the leadership field. He noted that personal values and principles were missing from the construct. Given the significant role personal values play in senior leaders' decisions, including them with the characteristics and behaviors of a leader will add value and utility to the framework (Agle, Mitchell, & Sonnenfeld, 1999; Brandt, 2016; Greenwood & Van Buren III, 2010; O'Riordan & Fairbrass, 2014). When leaders understand their values, they can be more cognizant of how they are responding to stakeholders' needs and demands. Being willing and able to assess their responsiveness and adjust their behavior could have very beneficial results for stakeholder relationships and the company.

Integrative leaders versus instrumental leaders. The leader's perspective—integrative or instrumental—influences the choices made at the strategic level of the firm (Pless et al., 2012; Maak et al., 2016). While an instrumental leader, driven by a fiduciary duty, understands profit maximization as the purpose of doing business, a social welfare orientation motivates leaders to incorporate a social dimension (e.g., serving society) and display integrative stakeholder behavior. This does not mean that integrative leaders disregard economic performance; they simply prefer to regard shareholder value creation as an outcome of a purposeful and successful business (Freeman, Harrison, & Wicks, 2007; Mackey and Sisodia, 2013).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Integrative leaders take a broad, balanced approach to business decisions that reflect moral reasoning while creating value for business and society (Maak et al., 2016). The leader is a networker (Hahn, Preuss, Pinkse, & Figge, 2014; Pless et al., 2012) and engages in an inclusive manner with many diverse groups of legitimate stakeholders (Doh and Quigley, 2014; Pless and Maak, 2011; Voegtlin et al., 2012). As leaders, they often inspire employees (Sully de Luque et al., 2008). They also show consideration for the needs and interests of others (Pless et al., 2012).

In contrast, instrumental leaders tend to focus on core business activities, maximizing profits and growth, and setting high-performance goals for employees (Pless et al., 2012). Waldman, Balthazard, and Peterson (2011) added a competitive emphasis to the instrumental task master. This leader interacts with a limited number of key external stakeholders and usually displays a more transactional vision which may provide less inspiration for employees (Pless et al., 2012).

Theoretical Underpinnings of the Study

Researchers have confirmed stakeholder theory offers a pragmatic approach that focuses on organizational management and a business–society balance (Freeman et al., 2010). However, there are gaps in stakeholder theory. The dearth of information concerning individual leaders and their involvement with diverse groups of stakeholders demands another theoretical explanation (Arvidsson, 2010; Lee, 2011; Marais, 2012).

Rather than following the typical single-theory approach, scholars have begun to employ more integrated, multi-theoretical frameworks for improved understanding of contemporary CSR, its antecedents, and outcomes (Aguinis & Glavas, 2012; Morgeson et al., 2013). In more recent studies, researchers have begun to combine responsible

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

leadership theory with stakeholder theory to understand the individuals within business organizations and how they influence decision-making and firm outcomes (Doh & Quigley, 2014; Pless & Maak, 2012; Stahl & Sully de Luque, 2014).

Stakeholder theory. Kemper and Martin (2010) claimed that while various theories have been used to explain CSR, the theory that demonstrates a contemporary application is stakeholder theory. I selected it as the primary theoretical foundation for this study because of the following attributes: (a) organizational, managerial, and normative grounding; (b) a combined view of ethical and economic components of social responsibility rather than a separate one, and (c) a focus on a broader group of stakeholders (Freeman et al., 2010; Kemper & Martin, 2010; Pless et al., 2012; Stahl & Sully de Luque, 2014).

Responsible leadership theory. The theory that provides further grounding for the study is responsible leadership theory. Pless et al. (2012) proposed a new leadership model to address the deficiencies of existing leadership theory in meeting the demands of current day challenges around social responsibility. The values-based definition developed by Maak and Pless (2006) works well with stakeholder theory as it focuses on the leaders and their stakeholder relationships while stakeholder theory provides the organizational/managerial perspective. While scholars do not accept a single definition, they do agree that stakeholder interaction is a defining factor for the various understandings of responsible leadership (Doh & Quigley, 2014; Miska et al., 2013; Pless et al., 2012; Stahl & Sully de Luque, 2014; Voegtlin et al., 2012; Waldman & Siegel, 2008). In addition to the relational component, Maak et al. (2016) saw the responsible leader as accountable and involved in decisions around value creation.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Responsible leadership theory builds on stakeholder theory by emphasizing that leaders in today's global society must be responsible as individuals and accountable to a broad and diverse range of stakeholders (Borecká, 2014). Combining the two theories enables an integrated perspective on the individual leader and the strategies and outcomes he influences.

The responsible leader. Waldman and Siegel (2008) equated leader effectiveness with responsibility but noted that leaders tended to define responsibility in a narrow or incomplete manner. The authors provided guidelines and best practices for individuals who sought to be responsible leaders. Pless et al. (2012) defined four responsible leadership orientations or mindsets on x- and y-axes. The x-axis is a measure of the leader's breadth of focus (narrow or broad) on stakeholder groups. The y-axis shows the degree (high or low) of accountability shown by the leader towards stakeholder groups other than shareholders/owners. Doh and Quigley (2014) further developed responsible leadership by giving examples as to how senior leaders influenced organizational outcomes and processes. Stahl and Sully de Luque (2014) established a framework that combined individual and contextual factors to show how the different factors interacted to influence behavior.

Knowledge Gaps and Traditional Research Approaches

Aguinis and Glavas (2012) noted the steady growth in CSR literature has not translated into many new areas. Research gaps have continued to be the norm. New research is needed in several key areas: (a) an understanding of the individual factors and measures that could explain why CSR continues to be socially ineffective, (b) more information about individuals who make strategic decisions about stakeholder

engagement processes, and (c) new research designs that provide a more comprehensive overview of the complexities of CSR (Jones Christensen et al., 2014; Erakoviç & Overall, 2010; Morgeson et al., 2013). Kemper and Martin (2010) made a similar call for different, less traditional methodological approaches and research methods to better explain the many facets of CSR. Finally, there has been a renewed interest in stakeholder theory and recommendations to integrate it with other theories for a more holistic result (Kemper & Martin, 2010).

Summary and Transition

The literature review provided in-depth explanations for the many issues surrounding CSR and pointed to areas of the research that needed further study. The decisions and actions of senior leaders became my primary research pursuit because understanding this process could help explain inconsistent and ambiguous approaches to social responsibility. The personal values associated with the responsible leader were a missing element in the responsible leadership framework, suggesting an area of interest and a focus for my research. The literature review also highlighted gaps in research design, such as the need for more qualitative research that included an emphasis on micro-foundations, and more integrated, innovative research approaches to explain social responsibility. Together, these findings provided the impetus for my research design which will be described in the next chapter.

Chapter 3

Theoretical Framework and Research Design

My research focuses on the personal values of responsible senior leaders that affect their decisions about stakeholder engagement, an activity that facilitates better social responsibility in organizations (Aguinis & Glavas, 2012; O’Riordan & Fairbrass, 2014; Walls & Berrone, 2015). Over ten years ago, Waldman et al. (2006) found visionary leadership and integrity were strong predictors of CSR, prompting calls for more research that focused on the primary determinants of social outcomes, like personal values (Aguinas & Glavas, 2012; Doh & Quigley, 2014; Stahl & Sully de Luque, 2014; Witt & Stahl, 2016). Little follow-up research exists.

Over the past several decades, researchers in other disciplines have developed approaches and frameworks for measuring values. However, the impact of values on CSR is still a missing element of the social responsibility literature (Aguinis & Glavas, 2012; O’Riordan & Fairbrass, 2014; Voegtlin, 2016). I collected primary data from senior leaders who had been recognized as top employers after competing successfully in a national competition for the best workplaces in Canada (Mediacorp Canada Inc., 2017). Based on research around responsible leaders, I proposed that the senior leaders of these organizations were candidates for Pless et al.’s (2012) Integrator mindset. As detailed earlier in this report, the Integrator has the characteristics of a leader who balances the economic, social, and environmental interests of all relevant stakeholders and makes responsible, informed decisions that create value for both the community and the business (GRI, 2015; Javidan, Bullough, & Dibble, 2016; Maak et al., 2016; Owen, 2012;

Voegtlin, 2016). Missing from the Integrator orientation was a value set that showed the motivations for an integrative leader.

Theoretical Foundations for the Study

This study addresses the need for integrative leader values. The literature is clear that a significant part of the leader's decision-making process is the application of personal values (Brandt, 2016; Greenwood & Van Buren III, 2010; O'Riordan & Fairbrass, 2014). Values also have an important place in global discourse, as business leaders and organizations benefit from building trust and sustaining legitimacy across cultures and continents (Aakhus & Bzdak, 2012). On a practical level that speaks to this study, when an individual leader understands her perceptions and assumptions about stakeholder engagement, she may make more conscious and informed decisions that improve the firm's social outcomes (Cots, 2011; Doh & Quigley, 2014; Hasnas, 2013; Tullberg, 2013).

My research explored the personal values that influenced responsible leaders' decisions around stakeholder engagement and social responsibility outcomes (Brandt, 2016; Greenwood & Van Buren III, 2010; O'Riordan & Fairbrass, 2014). I used stakeholder engagement as a proxy for the leaders' interest and commitment to ensuring effective social responsibility programs and policies because stakeholder engagement acts as a catalyst to effective social responsibility (Aguinis & Glavas, 2012; O'Riordan & Fairbrass, 2014; Walls & Berrone, 2015). As a result, the Canadian leaders' experience with and commitment to stakeholder engagement informed my questions around inconsistent and ambiguous social responsibility results across firms (Athanasopoulou, 2012; Connolly, 2012; Veríssimo & Lacerda, 2015).

Multiple theories and literatures. The many definitions and theoretical explanations for CSR have led scholars to argue for integrative approaches that merge the normative and instrumental aspects of CSR theory and offer both a business and ethical perspective (Aguinis & Glavas, 2012; Doh & Quigley, 2014; Freeman et al., 2010). I used a multi-theoretical approach to facilitate a comprehensive response to the organizational and individual complexities within business environments today.

Following the advice of Pless et al. (2012), I integrated stakeholder theory and responsible leadership theory. Stakeholder theory puts the focus on the organization and management's capacity to address multiple and diverse groups of stakeholders (Kemper & Martin, 2010). Responsible leadership theory addresses the micro-level factors—the individual leaders and the personal values that motivate them (Doh & Quigley, 2014; Pless et al., 2012; Stahl & Sully de Luque, 2014).

The integrated approach also helped to address a criticism of stakeholder theory which maintains that leaders are expected to balance stakeholder interests even though few tangible methods are offered to help them (Pless et al., 2012). Scholars in the responsible leadership field have developed frameworks, like Pless et al.'s responsible leadership orientations, to show that the way a firm approaches its stakeholders may depend on the responsibility orientations of its senior leaders. I followed a similar trajectory. Once I confirmed Canadian leaders had an Integrator mindset, I was prepared to construct value dimensions to help explain leaders' motivations behind decisions and outcomes for the firm. The value dimensions build on and strengthen the role of responsible leadership theory and expand the integrative leader's style, so researchers and practitioners can better understand the capacity of such a leader.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The final component of the study is institutional and individual trust, a concept that is vital to conducting effective stakeholder engagement and social responsibility programs (Arevalo & Aravind, 2010; Fifka, 2013; Levy et al., 2010; Scalet & Kelly, 2010; Schneider, 2014; Sklair & Miller, 2010; Toppinen & Korhonen-Kurki, 2013). Trust enables organizational success on many levels. For example, it is necessary for customer satisfaction and enhances employee engagement (Aguinis & Glavas, 2012; Cameron, 2011; Pirson et al., 1994; 2012; Schoorman, Mayer, & Davis, 2007). Essentially, trust strengthens the relationship between business and society (Mostovicz et al., 2011; PricewaterhouseCoopers, 2016).

Re-establishing trust in organizations and leaders has become a critical issue for many businesses, particularly large corporations (Doh & Quigley, 2014; Jones, 2015; Jones Christensen et al., 2014; Sethi et al., 2015; Wang, Tong, Takeuchi, & George, 2016; Witt & Stahl, 2016). I included trust as an integral component of relationship building and as an enabler to improved decision-making through informed and meaningful engagement. The Canadian leaders verified the significance of trust, confirming that sound stakeholder relations and effective social responsibility strategies engendered organizational trust and legitimacy for their organizations. Without trust, the leaders saw little chance of organizational success in the long term.

Research Design and Methods

The intent of this study was to explore the mindsets of senior leaders and determine the values that motivated them to build sound relationships with stakeholders and involve them in CSR strategies. Researchers have demonstrated that leaders who invest in stakeholder relations reap the rewards regarding their company's profitability

and the social impacts realized for society (O’Riordan & Fairbrass, 2014; Pless et al., 2012). However, commitment to stakeholder engagement across firms has been lacking, and CSR continues to be inconsistently implemented producing only vague notions of social impact (Athanasopoulou, 2012; Ayuso et al., 2014; Connolly, 2012; Lauesen, 2013; O’Riordan & Fairbrass, 2014; Veríssimo & Lacerda, 2015). We need research that is focused on a type of leader who embodies the values and behaviors that can bridge the differences between business and society and grow the benefits for both sides.

The CSR literature has reflected little information about the role of business leaders in the social responsibility outcomes of firms or their impact on society (Orlitzky et al., 2003; Pless et al., 2012). For example, while research on stakeholder theory abounds, there is a significant lack of information about the practical application of the theory, such as how leaders should select their stakeholders and the types of engagement processes that are most effective (Mitchell et al., 1997; Neville et al., 2011; O’Riordan & Fairbrass, 2014; Tulberg, 2015). I heeded the recommendations of various researchers who called for new, more integrated research designs that provide a better understanding of what predicts CSR and bridge the science–practice, micro–macro gaps in the literature (Aguinis & Glavas, 2012; Morgeson et al., 2013; Stahl & Sully de Luque, 2014). The integrated theoretical approach in this study is an example of how I have worked to address some research and knowledge gaps in the CSR literature.

Research question. The research question for this study focused on the individual mindsets of a group of senior leaders in Canada. These leaders implemented sound stakeholder engagement and socially responsible management practices and had achieved top employer status in an annual competition of Canadian companies in 2016. The

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

research question for the study was: What are the personal values that affect the decisions of responsible leaders around social responsibility?

Research methods. Research suggests qualitative research methods are best for exploring the in-depth experiences of participants (Davis, 2013; Moustakas, 1994). For example, the case study method is an in-depth empirical inquiry into a contemporary phenomenon that is part of the real world (Yin, 2014). To understand how decision-making affects stakeholder engagement and CSR in organizations, I employed a qualitative multiple-case study research design and explored the values that influence leaders' decisions and actions.

The qualitative case study is appropriate when the research involves current events and behaviors that are out of the control of the researcher (Eriksson & Kovalainen, 2008). Case study researchers focus on obtaining answers to questions that ask how and why a phenomenon occurs in a real-life setting (Creswell, 2014; Yin, 2014). I used a multiple-case study design because two or more cases are often considered compelling and, therefore, regarded as being more robust (Creswell, 2014; Yin, 2014). Indeed, the case study design provided flexibility and the necessary level of data to develop a thorough understanding of the real-life values and behaviors of the senior leaders in my sample.

The case study researcher employs detailed, in-depth data collection methods that involve multiple sources of evidence, such as interviews, observation, and document analysis (Petty et al., 2012). I used detailed interviews and company documents pertaining to stakeholder engagement and CSR strategies. I posed my questions to these

participants because it is they who have the knowledge and experience about the overarching decisions and strategies of the firm (Barratt, Choi, & Li, 2011).

Research instruments and techniques. I used the more flexible semi-structured interviews rather than the structured format to enable the participants to elaborate on their opinions and experience (Boudville, Anjou, & Taylor, 2013; Gubrium, Holstein, Marvasti, & McKinney, 2012). The semi-structured interviews enabled me to collect a large amount of information and gain a thorough understanding of the events (Baškarada, 2014; Eriksson & Kovalainen, 2008; Yin, 2014).

The questions were open-ended, so I could delve deeper into the various components with probing questions that led to more informed responses (Cooper & Schindler, 2014; Eriksson & Kovalainen, 2008; Gubrium et al., 2012; Whittemore, 2014). Chenail (2011) recommended piloting proposed qualitative methods to ensure the procedures perform according to plan. Before beginning the formal interview process, I conducted two pilot interviews to test the questions and hone my interview skills. The 12 leaders in the sample opted for telephone interviews. This method proved to be satisfactory, and as noted by Rowley (2012), telephone or Skype interviews may, in fact, remove some researcher bias.

I followed the advice of Eriksson and Kovalainen (2008) and Yin (2014) who stressed the importance of tailoring the research approach to the personal attributes of the target audience. Busy leaders were given ample flexibility to participate in the study, and at the most convenient time for them. The participants gave open and detailed responses to the personal interviews, often extending the 30-minute time limit to 45 or more minutes.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Yin (2014) recommended the use of more than one source of evidence to add rigor to the case study. I used methodological triangulation—multiple sources of data—to expand on data collected from the interviews. Another common data collection technique is documentary analysis. Petty et al. (2014) described documentation broadly to include textbooks, articles, pictures, and television programs. Two additional sources of information for this study were secondary data in the form of company documents included on the firm's website (e.g., strategies and plans, news releases, and reports) and documents voluntarily provided by the individual leader after the interview.

Another research instrument known as member checking involves asking participants to review and verify the researcher's interpretation of the data (Harper & Cole, 2012; Rowley, 2012). The practice enhances accuracy and decreases bias (Hudson et al., 2014; Lincoln & Guba, 1985; Stake, 1995). I member checked each participant's transcript to verify the accuracy of the information obtained from the study participants.

The researcher is integral to the entire qualitative research process. However, as the researcher, it is very challenging to maintain a total detachment from personal perceptions (Lincoln & Guba, 1985; Yu, 2014). Eriksson and Kovalainen (2008) and Lincoln and Guba (1985) recommended implementing a reflexive journaling process to ensure mitigation of personal bias when conducting qualitative research. Ponterotto (2014) and Fields and Kafri (2009) concurred that using a reflexive journal could reduce researcher bias. To prevent my viewpoint and assumptions from influencing the study, I used memos as reflexive journals and stored the information with the themes and codes in QSR International's NVivo (v11) qualitative data analysis software.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Data organization techniques. Anyan (2013) and Luo (2011) claimed implementing appropriate data organization techniques maintained the integrity of the interview data. Similarly, Pan and Tan (2011) recommended properly organizing the transcribed interviews for easy retrieval, coding, and analysis. I implemented data organization techniques like these to ensure the audio-tapes, transcribed interviews, and backup files were properly stored, protected, and easily accessed.

I followed the advice of Rowley (2012) who suggested entering the transcripts into a database. Davis (2013) recommended transcribing interviews in a Microsoft Word document and then uploading raw data to a data analysis software program. Rowley (2012) and Petty et al. (2012) found software like NVivo (v11) useful in facilitating the analysis of interview transcripts, annotating and coding the text, searching for key words, and organizing the text. I transcribed the interviews using Microsoft Word, uploaded the transcripts to NVivo (v11), and used the qualitative software to organize the coding for data analysis.

Once the participants verified their responses to the interview questions, I coded the data using NVivo (v11), arranging the data and applying codes according to the content (Da Mota Pedrosa, Naslund, & Jasmand, 2012; Davis, 2013; Harnish, 2012). The coding process identifies each subject as described by the participants and groups the perspectives that are common to all participants (Da Mota Pedrosa et al., 2012). I coded the interview data, the company documents downloaded from the Internet, and the additional information provided directly by the participants. I then exported coded reports to Microsoft Word for use in the dissertation.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Using NVivo (v11), I maintained a master file of reflexive memos, company documents, and interview data as recommended by Anyan (2013) and Davis (2013). I will maintain the files for 5 years and store them on a password protected personal computer that is subject to regular backup and security procedures. I have placed all electronic files in a locked office and will destroy them at the end of the requisite 5-year period, ensuring Athabasca University's (2009) standards have been followed.

Population. I collected primary data from senior leaders whose businesses were recognized by an editorial panel of Mediacorp Canada Incorporated as the best places to work in Canada in 2016 (Mediacorp Canada Inc., 2017). Canada's Top 100 Employers is an annual competition that profiles the organizations that offer exceptional working conditions for employees as well as benefits for the community (Jermyn, 2015). The competition has been ongoing since 2000 and the Globe and Mail publishes the list of winners each year.

To qualify, Canadian organizations must meet eight criteria, two that are relevant to my study: high-quality stakeholder engagement and meaningful community involvement. A strong emphasis on employee engagement made the population ideal for this study, as leaders who value one group of stakeholders, like employees, are likely to show a consistent value-set with other stakeholders (Doh & Quigley, 2014; Mirvis, 2012; Pless et al., 2012; Stahl & Sully de Luque, 2014; Voegtlin, 2011). I added two criteria to specifically define my study population: companies had to have a functioning social responsibility program or policy on their websites, and only large employers of 500 or more employees were eligible.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Next, I applied my study criteria to the population to identify the final sample. Having a CSR strategy was the first requirement, then I verified a size of 500 employees or more for each organization. I selected large firms (i.e., a minimum of 500 employees) as these senior leaders have a considerable challenge in disseminating consistent, socially responsible messages across many employees and other stakeholder groups (Scherer & Palazzo, 2011). Further, large companies are more equipped than smaller entities to undertake CSR, and stakeholders are more demanding of social responsibility from large corporations (Campbell et al., 2012; Lee, 2011). After these criteria were applied, the number of eligible participants dropped from 100 to 59 top employers.

My intention was to obtain representation from various sectors and business areas across Canada to the best possible degree. The list of top employers reflects a variety of sectors, from pharmaceuticals to oil and gas, facilitating a diverse group of senior leaders for this study. Finally, since location does not appear to be a factor for the large organization, I presumed that a population of senior leaders in Canada would sufficiently reflect the global market environment (Bondy & Starkey, 2014; Knudsen & Moon, 2013).

Sample size. Because of the challenges inherent in securing interviews from senior leaders of business, I employed pragmatic sampling which enables a researcher to work with the limitations of the process and secure the best sample possible under the conditions she faces. There is no absolute standard for the sample size in qualitative research. The key is to achieve saturation, the point at which there is little or no change to the already noted themes or codes (Davis, 2013; Fusch & Ness, 2015; Guest, Bunce, & Johnson, 2006).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Guest et al. (2006) determined that data saturation can occur within the first six interviews of a study. However, for case study research, Rowley (2012) specified a sample size between one and 10 participants. Fusch and Ness (2015) recommended considering data from both a quality and quantity perspective, and not just the sample size. I aimed for a sample of 10-12 leaders.

As my population focused on senior leaders, I identified the CEO for each organization through the company's website and contacted the firms via email. The email consisted of a formal invitation to participate in the study, an overview of the research project, and a consent form (see Appendix B). I received negative responses from more than half of the sample within three weeks. I also received responses from several that requested further information or who had referred my request to another office.

If I did not receive a response from a company within three weeks, I emailed again. This secondary action often prompted a response, but not always a positive one. I also followed up with every request for more information. In several instances, when a leader (or his assistant) expressed an interest but did not commit, I telephoned the email contact to encourage commitment. Relentless determination produced some success: Within two months I had received positive responses from eight Top 100 employers.

The data was showing some repetition at the eighth interview, but I could not be confident that saturation had been reached. At that point, I consulted the secondary lists of regional top employers as I believed I would not be able to involve any more of the 59 from the top 100 list. I made requests in two regions, Atlantic Canada and Ontario, and was successful in securing two more interviews.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Once I had scheduled the two regional interviews I was surprised to receive confirmation that two more Top 100 employers were ready to be interviewed. These additions brought the number of cases to 12, my expected maximum. I was five months into the interview process and seeing repetitive themes in each of the final four interviews. I closed the interview process at 12 interviews because I believed I had enough quality and quantity to begin the analysis process in earnest (Fusch & Ness, 2015).

Analysis framework. There are various ways to analyze qualitative data, including thematic analysis, content analysis, constant comparison, discourse analysis, critical discourse analysis, conversation analysis, and analysis of narratives (Eriksson & Kovalainen, 2008; Petty et al., 2012; Rowley, 2012). I used a common data analysis technique known as thematic analysis to extract a series of themes from the data. Thematic analysis was appropriate for this analysis because it is useful for (a) a large variety of research questions, (b) analyzing different types of data, (c) large and small datasets, and (d) producing data-driven or theory-driven analyses. I applied Clarke and Braun's (2006) six-step thematic analysis process: (a) become familiar with the data, (b) generate initial codes, (c) search for themes, (d) review the themes, (e) define and name the themes, and (f) produce the report (p. 120). This was an iterative process, and the data revealed several groups of themes before I determined the final set.

I used NVivo (v11) to manage data analysis and presentation. The software program helped me to organize the data, code and manipulate the text data, and display the results of queries. The program also helped me to assess data saturation while I awaited the next scheduled interview. Analysis and interpretation were challenging, but I

found using a digital format less burdensome than paper. As some researchers have attested, working with a software program makes the overall process more manageable (Bergin, 2011; Bridgstock, Lettice, Ozbilgin, & Tatli, 2010; Petty et al., 2012; Rowley, 2012).

Analyzing personal values. There are two main frameworks for analyzing personal values: Rokeach's (1973) value framework and the Schwartz (1999) values theory. Schwartz (1992, 1999) validated Rokeach's work and confirmed cross-cultural application. Rokeach presented 36 values: 18 terminal (end-state) values, and 18 instrumental (means to end-state) values. The Rokeach Value Survey (RVS) is cited in contemporary literature; for example, Brummette and Zoch (2015) used the RVS to develop a new scale based on what stakeholders believed to be the most socially desirable values for business leaders.

Value systems have not been empirically identified for any type of responsible leader (Voegtlin, 2016). In this study, I have identified value dimensions by analyzing the characteristics of the Integrator mindset (Pless et al., 2012) and how these values were manifest in a group of Canadian senior leaders. I chose the RVS (1973) and Brummette and Zoch's (2015) value set as benchmarks for the development of the new value dimensions. Then I re-examined the literature relevant to values and leadership to distill potential values that were relevant for a responsible leader, particularly an integrative responsible leader. My final source of values information was the transcripts of senior leaders who had discussed their values with me and had also recommended values for a contemporary leader.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The process for identifying the values was as iterative one that involved working back and forth between the benchmarks, any new information arising from the literature, and the findings from my study. This exercise helped to ensure I did not miss any highly relevant values that would be characteristic of an integrative responsible leader. Eventually, I developed a master list of values from the various sources, having eliminated duplicate and irrelevant items.

Next, I selected values from the master list that were aligned with each of the characteristics proposed by Pless et al. (2012) for the Integrator (p. 58). Given the range of values that were available, the multiple terms that could describe one value, and the challenge to be as efficient and accurate as possible in portraying the motivations of an integrative leader, I opted to use value dimensions, which enabled a measurable range of values for each dimension. These value dimensions are a first step in identifying the motivations of some integrative leaders; future research can be conducted to test and validate the value dimensions and produce a final value set.

Many of the value dimensions are similar to the benchmarked values; others are new and based on the contemporary responsible leadership literature or the observations and recommendations of senior leaders in my study. For example, researchers have noted a missing element for effective leadership in other relevant leadership styles, responsibility (Voegtlin, 2016; Waldman, 2011). To differentiate the integrative responsible leader from a similar leadership style like ethical leadership, I included *responsibility–accountability* as a value dimension. I added several other value dimensions based on current research and practice. I have included a detailed description

of each of the value dimensions and the corresponding integrative characteristic in Chapter 4 (Results).

Reliability and validity. Assessing the quality of an empirical study, including a case study, depends on reliability, construct validity, internal validity, and external validity (Edmonds & Kennedy, 2012). The problem is that these measures were designed for quantitative studies and can be particularly difficult to apply to case study research (Baškarada, 2014; Eriksson & Kovalainen, 2008; Rowley, 2012; Zivkovic, 2012). Instead, I have applied a series of quality measures that are more suitable to qualitative research.

Bridgstock et al. (2010) and Ali and Yusof (2011) delineated a series of quality measures to replace reliability and validity: credibility, transferability, dependability, and confirmability. Research credibility ensures there is confidence in the truth of the findings (Bridgstock et al., 2010). I established credibility by adhering to the research guidelines provided by Athabasca University's Research Ethics Board (REB) (Athabasca University, 2009). Applying methodological triangulation also enhanced credibility (Denzin & Lincoln, 2011; Yin, 2014). I analyzed various data sources, including the interview transcripts, the company documents, and my reflexive memos. Finally, all participants had an opportunity to validate their transcripts after the interview, ensuring I interpreted their comments accurately and fairly.

Transferability is possible when the findings apply to other research settings (Bridgstock et al., 2010). More explicitly, research transferability refers to the consistency of the study procedures (Donatelli & Lee, 2013). I meticulously documented and described the research process so that another researcher may transfer the process to

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

a different research setting. However, as advised by Marshall and Rossman (2011), transferability is best left to the discretion and experience of the next researcher.

Dependability helps to ensure the findings are consistent and that another researcher can repeat the study with the same results (Bridgstock et al., 2010). The challenge is that it is inherently difficult to replicate a qualitative interview because of the changing nature of the environment in which the researcher is working (Marshall & Rossman, 2011). Given the complex social interaction created by a qualitative interview, the researcher can, at best, be as transparent as possible and emphasize rigor and a systematic approach throughout the entire research project (Edwards & Holland, 2013). To foster a consistent data collection process, I used only one set of semi-structured questions for all interviews (Appendix A) and analyzed only relevant company documents that existed on the company's website or had been provided by the individual leader.

The extent to which the respondents, and not the researcher, shaped the findings is known as confirmability. This is essentially the degree of neutrality or objectivity expressed in the study findings (Lincoln & Guba, 1985; Marshall & Rossman, 2011). Edwards and Holland (2013) reminded readers that qualitative research, by its nature, is subjective. To inject objectivity into the research, I used member checking in the data collection and analysis processes. To enhance integrity, trustworthiness, and accuracy, I shared my draft transcript with all participants and offered to provide a summary of the dissertation once approved. Beyond the data collection stage, I worked back and forth between my written interpretations and the initial transcripts to check that I was remaining true to the original information.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Ethical considerations. Research ethics are standards of behavior that guide the research and protect the participants from harm or adverse consequences that could arise from the research activities (Cooper & Schlinder, 2014). I followed Athabasca University's (2009) policy and procedures for research that involved human participants. Before I scheduled any interviews, I obtained the approval of the University's REB. The REB reviewed and approved my research application to ensure fair and ethical treatment of participants and to protect their overall safety.

The researcher is responsible for protecting participants (Eide & Showalter, 2012). The procedures for ethical research defined how to obtain consent (Athabasca University, 2009). Participants who agreed to be involved in the study received a consent form via e-mail (Appendix B). The consent included (a) the purpose of the study, (b) a description of how participants could become involved in the study, (c) a disclaimer that no incentives would be made available, (d) risks and benefits of participating, (e) privacy and confidentiality precautions taken, and (f) information explaining the voluntary nature of the study and that participants could withdraw at any point throughout the interview. Interviewees were assured of the confidentiality of the interview process, and no names of individuals or organizations appear in the study.

The data provided by the senior leaders in the form of interview recordings will remain in a confidential, secure environment for 5 years (Athabasca University, 2009). Data retention is limited to my personal desktop computer that undergoes regularly scheduled backups. My computer is password protected and in a secure home office environment. I have collected all paper files in a locked cabinet, and they will remain there until the 5-year retention period has expired. At that time, files and data will

undergo destruction in compliance with university policy and procedures (Athabasca University, 2009).

Summary and Transition

The purpose of the study was to identify the personal values of a group of responsible senior leaders in Canada and understand how their decisions about stakeholder engagement and social responsibility outcomes were affected. This chapter described the multi-theoretical foundation for the study, the qualitative multiple-case study design, and the various research methods and techniques used to analyze the data. The next chapter provides the overall results achieved.

Chapter 4

Results

Scholars have studied various factors that may encourage or discourage social responsibility, including governance structures, sector influence, firm size, and culture (Aguinis & Glavas, 2012; Brower & Mahajan, 2013; Ghobadian et al., 2015). Their quest involved understanding what tends to produce or impede responsible social behavior. While my interest has been of a similar nature, I chose to focus on a less examined factor—the values-based decisions of senior leaders who oversee strategies and operations within organizations.

The Study

I interviewed 12 senior leaders from across Canada from March to July 2016. I defined a senior leader as a CEO or a member of the senior leadership team reporting to the CEO. All leaders represented organizations that had competed in Canada's Top 100 Employers competition in 2016; ten made the top 100 list and the remaining two were top employers in their respective regions. They were all employed in large organizations with national or international/global scope. They were ideal candidates for my study given that the criteria for competing to become a top employer included a demonstrated commitment to engagement and community involvement. Input from the 12 participants enabled me to build a rich database with diversity across sectors and genders.

The transcripts were the primary source of information; I also analyzed supplementary documents downloaded from the Internet sites of each company and some reports provided by the participants. The findings addressed the research question,

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

provided sufficient information to determine the mindsets of the 12 leaders and assisted me in developing new value dimensions for the senior leaders.

The themes that emerged from the analysis were closely aligned with the research question and the objectives of the study:

1. Stakeholder engagement: awareness and practice
2. CSR: awareness and practice
3. Canadian leaders' behavioral characteristics
4. Canadian leaders and personal values
5. Theoretical links and confirmation of:
 - a. Leaders' values and decisions
 - b. stakeholder engagement and performance
 - c. stakeholder engagement and CSR
 - d. CSR and performance
 - e. trust as an accelerator to performance

Primary Analysis: The Leaders

Leadership plays a central role in determining a socially responsible culture, and a values-based leadership approach is essential to sustaining management policies and practices that embed responsibility in the organization (Brandt, 2016; Tideman et al., 2013). A leader's mindset affects the business strategy and these choices influence whether the firm earns a social license to operate within today's diverse marketplace (Hockerts, 2015; Tideman et al., 2013). The traditional mindset needs to change, however. Scholars have determined that contemporary global leaders need to be aware that change is ongoing, increasing complexity is the new normal, and working effectively with stakeholders is essential to building a sustainable business (Brandt, 2016; Tideman et al., 2013; Voegtlin et al., 2012).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Canadian leaders' values and decisions. This study builds on the emerging research that implies that understanding leadership is essential to advancing an understanding of how CSR is implemented within organizations (Orlitzky et al., 2003; Pless et al., 2012). I explored the personal values of some responsible leaders as a way to understand how their decisions affect the organization's social responsibility. All the Canadian leaders believed their personal values were involved in practically every decision they made. They often referred to values like integrity, responsibility, and inclusivity, indicating that holding those values led to better engagement practices and stakeholder relationships (Carroll, 2015; Ghobadian et al., 2015; Gonin, 2015; Maak et al., 2016; Pless et al., 2012).

Some leaders noted that their personal values were involved in the choice of business they entered. The health sector leader talked about her values and the desire to serve others, "I started my career as a nurse so one of the values I hold near and dear is being of service to others and that enters into my decision making all the time" (Pub-HltSvs).

Another leader referred to her personal goal to enhance the corporate sector through an applied ethics approach that balances the financial imperative with positive social impacts for the community, "I did my master's degree on applied ethics and I implemented the approach at [my organization]" (NFP-Fin-Coop).

A private sector CEO held up the personal values of the family who founded the company he currently led, noting that keeping those values alive as the company grew larger had become one of his most important goals, "This company started 61 years

ago....The founders [had] pretty strong personal values and that's what attracts people to work here" (Pri-NR).

Canadian senior leaders and the Integrator mindset. I based this study on Pless et al.'s (2012) Integrator, a responsible leader orientation characterized by morality, a balance of rationality and emotions, empowering leadership, and a commitment to inclusive stakeholder engagement and long-term value creation for business and society. Subsequent studies have expanded upon responsible leadership and the characteristics and behaviors of responsible leaders.

For example, Voegtlin (2016) extended responsible leadership theory by focusing on the missing elements of ethical leadership, like responsibility, that are essential to a responsible leader. Maak et al. (2016) focused on two broad types of responsible leader: the integrative and the instrumental leaders. Both authors drew from previous research on responsible leadership (Doh & Quigley, 2014; Miska et al., 2013; Pless et al., 2012; Stahl & Sully de Luque, 2014; Voegtlin et al., 2012; Waldman & Siegel, 2008). Given the similarities in the definitions and the overlap of authorship for the studies, I have made the terms, Integrator, integrative leader, and integrative responsible leader one and the same.

While my findings are closely linked to the Integrator characteristics, I noted that the leaders in my sample tended to show some form of competitiveness. Some were competitive players in the marketplace and others were involved in a more cooperative form of competitiveness—coopetition—to achieve their goals. All were respectful of their competition, however, and never suggested they needed to win at any cost.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

This is an aspect not included in the Integrator mindset of Pless et al. (2012); instead, competitiveness is a quality typically reserved for the instrumental leader (Waldman et al., 2011). I contend that the inclusion of competitiveness can be a healthy addition to the integrative leader's character, as not being able to compete successfully would tend to limit his effectiveness and likely reduce his options for senior positions in the business world. However, the caveat is that the leader must balance competitiveness with the characteristics of Pless et al.'s (2012) Integrator: morally motivated; creating value for both business and societal interests; balancing social, environmental, and economic interests; demonstrating an empowering style of leadership; and being respectful and inclusive of all legitimate stakeholders.

By comparing the Canadian leaders to the characteristics for an integrative leader and assessing the strength of each characteristic through the leader's comments and relevant company documents, I determined that 11 out of 12 reflected the five characteristics from Pless et al.'s (2012) Integrator framework to varying degrees. While some of the 11 leaders are clearly more integrative than others, I have chosen to celebrate leaders who are making real efforts to be integrative in an environment where instrumentalism has been the norm. Since both the five Integrator characteristics and a tendency to be competitive, I labelled the Canadian leaders *pragmatic integrative leaders*. The result: The pragmatic integrative leader becomes a subtype of the original Integrator and, as such, is firmly established in the integrative leadership category.

The 12th leader was more appropriately characterized as an instrumental leader, as described by Maak et al. (2016). The instrumental leader in this study was very much anchored in the economic business model where social responsibility is considered only

when there is a strong enough business case. The differences between the two types of responsible leaders will be addressed in a later section.

Canadian Leaders by sector. I divided the leaders into sectors to reveal similarities and differences. The following tables show how each Canadian leader demonstrates, through his own words, how his actions and beliefs reflect the characteristics of Pless et al.'s (2012) Integrator.

Five leaders from four international/global companies represented the private sector. Three leaders from two large organizations made up the public sector. The final four leaders comprised the not-for-profit sector, reflecting two cooperatives (coops), a university, and an applied research and training organization. Leaders were in Vancouver, Toronto, Montreal, Ottawa, and Halifax. Table 1 is an overview of all the leaders by sector, abbreviated for use in subsequent tables.

Table 1

Key to Canadian Leader Sample

Sector	Private (Pri)	Public (Pub)	Not-for-profit (NFP)
Business Area	Transport-1 (Tran-1)	Health Services (HltSvs)	Recreational Retail Coop (Rtl-Coop)
	Transport-2 (Tran-2)	Finance-CSR (Fin-CSR)	Financial Services Coop (FinSvs-Coop)
	Natural Resources (NR)	Finance-HR (Fin-HR)	Academic (Acad)
	Consulting Services-1 (CS-1)		Applied Research (ApRes)
	Consulting Services-2 (CS-2)		

Note. The Tran-2 leader did not meet a sufficient number of Pless et al.’s (2012, p. 58) Integrator criteria and has been excluded from the tabular analysis.

Private sector. Three private sector leaders represented transportation, natural resources, and consulting services. The group was comprised of one female Vice President (VP), one male CEO, and two male senior Partners/Principals. Each of the quotations has been selected to demonstrate the characteristics from Pless et al.’s (2012) Integrator mindset. I included descriptions for each characteristic derived from Pless et al.’s (2012) analysis and the quotations are linked to the relevant descriptor. This enables the reader to make the link back to the Integrator characteristic. I included

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

competitiveness under the characteristic relevant to creating value, as this is where I believe a pragmatic integrative leader would use her capacity and leverage to meet the needs of the various stakeholders while ensuring the financial competitiveness of the business.

As is to be expected, there are degrees of alignment between the Integrator characteristic and the individual leader. Some quotes are very clearly aligned with the characteristic and others are less so; however, overall each leader demonstrated enough of each integrative characteristic to be considered a pragmatic integrative leader.

Table 2

Canadian Private Sector Leaders – Pragmatic Integrative Leaders

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
<p>1. Morally Motivated</p> <p>Outlook is rooted in moral values and principles</p> <p>Shows strong, broadly conceived concerns for others</p>	Tran-1	<p>I believe that everyone is worthy of personal respect and that you should treat employees with respect.</p> <p>I chair a foundation....I am personally involved with that foundation and it provides a lot of rewards on a personal level.</p>
<p>Outlook is rooted in moral values and principles</p>	NR	<p>This company started 61 years ago with very simple values. The key for us is making sure our people in leadership roles have those values.</p> <p>I think there's a downside to [celebrating leaders] in that people's egos get really big and they go</p>

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
Outlook is rooted in moral values and principles		from being great team players and leaders to letting it get into their heads.
Leader has a broad responsibility	CS-1	We're engaging in the pursuit of excellent service delivery that's tied to quality, integrity, ethics, and collaboration.
Outlook is rooted in moral values and principles		When our clients ask us to do something that's not in our capability, we need to tell them so, and recommend someone else.
Leaders don't count on the market or govt to provide socially responsible outcomes	CS-2	It tends to start with doing the right thing....We should, as an organization and individual leaders, be demonstrating social responsibility and building environments...that promote sustainability, strength, and vibrancy.
Shows strong, broadly conceived concerns for others		You can ask any question, but there's only one of three answers: I will give you the answer; I don't know, but I'll try to find out; and I know but can't tell you. They deserve as my teams, colleagues, peers, whatever, to know.
2. Creates Long-term Value for Business and Society		
Creating value for business and society at large	Tran-1	In the [transportation] industry, environmental protection, as in reduction of carbon emissions, correlates directly with fuel efficiency, which correlates directly with the bottom line.
Creating value for business and society		We are reducing our carbon footprint by purchasing newer airplanes....You get a 30 % efficiency out of a new airplane like the 787.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
<p>Considers profits to be an outcome that is likely to result from running a purposeful and responsible business</p>	NR	<p>If we do [engagement] well, our employees will be engaged, and the company will be better off. If we could operate 2-3% better than our competitors, that's over \$100 million dollars on \$4 billion dollars in sales.</p>
<p>Considers profit to be an outcome that is likely to result from running a purposeful and responsible business</p>		<p>We're competitive people. We want to beat our competitors....We want people to be individually humble, but collectively arrogant....We need to do it in a humble way and we need to be careful because I respect our competition and I like our competitors.</p>
<p>Has a broader sense of accountability</p>		<p>Government relations are super important to us And we want forestry policy to be important to our governments.</p>
<p>Driven by a desire to serve the needs of broadly defined constituent/stakeholder groups</p>	CS-1	<p>We've moved away from the large scale, firm-wide 9,000 people engagement surveys. We are introducing a new performance management system which involves pulse surveys.</p>
<p>Considers profits to be an outcome that is likely to result from running a purposeful and responsible business</p>		<p>If you actually have well harnessed, engaged people who are diverse, you get better outcomes</p>
<p>Has a different understanding of the purpose of running a business and the extent of their accountability</p>	CS-2	<p>I think we've learned from the crisis of the financial system that short-termism isn't always in everybody's best interest.</p> <p>The financial crisis of 2007-2008 is an example of short-term thinking....All that stuff causes people to pause and say, "Are we incenting the</p>

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
right behaviors? Are we leading organizations in a way that truly drives us to a better place?"		
3. Balances Rationality & Emotions		
More effective strategic decision making	Tran-1	Engaged employees understand and buy into the company's mission and objectives and wish to work cooperatively with management to achieve those objectives. There has to be something in it for the employee to be engaged, however.
Brings together rationality and analytic thinking with a concern for emotions		[Engagement] is needed because employees who only pay lip service to something that they don't believe in or agree with are not doing the best job they could.
Brings together rationality and analytic thinking	NR	You can have good values, but not be accountable, or you don't hold other people accountable. Some people have all the values, but they don't manage the values that are important.
More effective strategic decision making		Sustainability is a big thing right now....We got beaten up for 25 years...Then I understood: First, we needed to get better at what we do, and then we needed to engage with the public.
Brings together rationality and analytic thinking with a concern for emotions	CS-1	I went to a homeless shelter for late teens/early 20-year-olds....It was fascinating and horrifying all at once....That's an example of how we gain insight—through the exposure of what others are going through and why.
Likely to understand and take into account the emotions of others		The only way leaders can lead from a place of engagement is understanding what their impact is around them.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
More effective strategic decision making	CS-2	<p>We've deliberately chosen to include personal as well as professional because you bring your whole self to work...We'll create a different experience than someone who says to keep your professional work and your personal life separate.</p> <p>Diverse teams don't by definition give you better outcomes because they conflict, but if they're all engaged collectively around a common goal then we do definitely see better outcomes.</p>
<p>4. Displays Transformational Leadership Goes beyond social responsiveness or economic returns for doing good</p>	Tran-1	<p>We buy equipment for the pediatric hospital...We look at what is really needed...and the special projects are what our employees want. We think that is real social responsibility.</p>
Pursues a more proactive and even transforming approach		<p>You need to listen to stakeholders. It's really important to do that because you don't always have the best perspective and you can't work in isolation.</p>
Pursues a more proactive and even transforming approach	NR	<p>Number one, it's the most important thing I do. Number two, it's what I enjoy the most. I don't tell people how to do things; they know what I want. There's a high degree of trust in this organization.</p>
May try to change the game of business	CS-1	<p>[W]e take leadership development and make it about three big stages: leading self first, others second, and the business third. We had typically</p> <p>invested in almost the complete reverse direction.</p>

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
Pursues a more proactive and even transforming approach	CS-2	<p>We want to make sure we're incenting the right type of behavior that naturally lends itself to these kinds of natural CSR, not so it has to be mandated.</p> <p>On a personal basis, I think doing the right thing and suspending personal interest is key.</p>
5. Engages All Legitimate Stakeholders		
Works well with all legitimate stakeholders	Tran-1	<p>You need to listen to stakeholders. It's really important to do that because you don't always have the best perspective and you can't work in isolation.</p>
Not likely to see conflicts in how the firm can meet the needs of various stakeholders		<p>It makes a huge difference when you get [stakeholders] on board. When they understand what the issue is and how you can work together to make things better, it's huge.</p>
Not likely to see conflicts in how the firm can meet the needs of various stakeholders	NR	<p>We've worked hard on external communications, and we've worked hard on external stakeholder engagement. That's a necessary thing to do, and in the long run, it's the right thing for us.</p>
Likely to envision and attempt to realize positive employee relations		<p>Until everybody in this company is fully engaged, I don't think we're doing our jobs. For example, I probably spend 40% of my time at the mills.</p>

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
Likely to envision and attempt to realize positive employee relations	CS-1	When I launched our revitalized leadership development program... it was intended to start to change how we really think about leadership, with the result of getting to better engagement on all fronts.
Works well with all legitimate stakeholders		I don't believe I have all the answers...I have many people around me I can rely on for input... It's about including other people's opinions and drawing on the spirit of partnership.
Likely to envision positive employee relations	CS-2	We had outside help, but we engaged many of our staff to establish how they want to work....This space was basically designed with a significant amount of influence by them.
Sees stakeholders in a broad perspective		[Our clients] are a primary stakeholder group. Academic organizations are very important to us....Regulators....Influencers...the people who have a significant voice in our external environment...Our alumni.

Note. Integrator characteristics used with permission and adapted from “Different Approaches Toward Doing the Right Thing: Mapping the Responsibility Orientations of Leaders,” by N.M. Pless, T. Maak, & D.A. Waldman, 2012, *Academy of Management Perspectives*, 26, p. 58. Copyright 2012 by the Academy of Management.

Public sector. Two large organizations, health services and financial services for entrepreneurs, made up this sector. One female Executive VP represented the health services area and a male Director of CSR and a female VP reflected the financial sector. All three of the public-sector leaders showed the characteristics of a pragmatic integrative leader, as demonstrated in Table 3.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Table 3

Canadian Public-Sector Leaders – Pragmatic Integrative Leaders

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
1. Morally Motivated		
Outlook is rooted in moral values and principles	HltSvs	You don't have to be perfect. I don't think patients expect us to be perfect....But I do think they expect us to be honest.
Broad responsibility		With health care, and in the broadest context, we have an obligation to steward the system.
Has a broad responsibility	Fin-CSR	Our social responsibility is...our obligation to society to do that job in a way that builds public trust.
Considers the needs of various stakeholders to be legitimate		[Engagement] is a terrific source of validation. It's a terrific source of new ideas and...healthy scrutiny.
Outlook is rooted in moral values and principles	Fin-HR	It's one thing to measure, to listen, but if you're not prepared to act, you very quickly lose your credibility as senior management.
Show strong, broadly conceived concerns for others		The tone at the top is so important. Employees see right through what is going on in an organization by just watching the leaders.
Outlook is rooted in moral values and principles		Be genuine. Don't do things just because you want to say you're doing an engagement survey. Do it because you really mean it.

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
2. Creates Long-term Value for Business and Society		
Leader considers the needs of various stakeholders to be legitimate	HltSvs	We develop criteria that are values-based and that helps us make decisions about program investment or disinvestment.
Shows strong, broadly conceived concerns for others		We're going to go through...a period where not only will the demand grow because of the aging population, but many of our people...will start to retire.
Has a stronger or broader sense of accountability		We have to find ways to keep the people we manage to hire truly interested and contributing to the work environment.
Leaders don't count on the market or government to provide socially responsible outcomes	Fin-CSR	We establish parameters to ensure we keep the trust we earn. Ethical business practices, very surgically precise things like an anti-money laundering directive to pay close, harsh attention to the sources of money or the relationships that we may be building.
Considers profits to be an outcome that is likely to result from running a purposeful and responsible business	Fin-HR	Turnover goes down, so your retention levels go up, and being able to attract quality talent improves over time....That's why the investment of time and effort that senior leaders need to take with engagement can be so powerful.
Has a stronger or broader sense of accountability		I think when we're hiring people we have to ensure there is an alignment/link between personal values and the values of our organization.

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
3. Balances Rationality and Emotions		
Brings together rationality and analytic thinking with a concern for emotions	HltSvs	In terms of decision making, we're increasingly using ...Program Based Marginal Analysis. We develop criteria that are values-based, and that helps us make decisions about program investment or disinvestment.
More effective strategic decision making Likely to understand and take into account the emotions of others		I would invest in smaller scale, real engagement rather than larger scale, token engagement (surveys). One of the advantages we have is that we tend to attract people who are attracted to health care because the work involves helping others. ...We haven't always leveraged that depth to the degree we could.
Better able to understand the emotional commitment and identity generated among employees in firms with stronger emphasis on CSR	Fin-CSR	[Employees] feel proud that even though they deal in money, people benefit from every dollar. So, they're in an organization from which other people benefit.
More effective strategic decision making	Fin-HR	[Engagement] brings a lot to the organization. It brings a lot to our image as a good employer.... Candidates today...specifically go looking for employers who have high engagement and who have a commitment to corporate social responsibility.
More effective strategic decision making		We can see this very strong correlation between engagement, high client satisfaction, and results/organizational success.

4. Displays Transformational Leadership

Likely to pursue a more proactive and transforming approach	HltSvs	In a very networked, global economy and if you think about information flow, the whole old-fashioned notion of top-down hierarchy is really dead.
May even try to change the game of business		Partnership, collaboration, and cross-functional work is much more the type of values and characteristics that are required to be successful today.
Likely to pursue a more proactive and even transforming approach	Fin-CSR	The larger an organization gets, the more important it is for senior leaders to remain open and have a certain intellectual humility.
May even try to change the game of business		[Engagement] has given us the pulse of the organization....If you have latitude and...the ability to design things, you can use that pulse like a good barometer and guide to affect change.
Likely to pursue a more proactive and even transforming approach	Fin-HR	Trust is so important; if you don't have it, things break down. It is so fundamental to an organization and to its employees to know that we have high standards when it comes to trust.
		Keeping your feet on the ground is so important....I've worked for large organizations: 35,000 employees, global, and in many countries....It's the one-on-one connection that really is the most impactful for our people.
5. Engages All Legitimate Stakeholders		
Sees stakeholders in a broad perspective	HltSvs	We're trying to reach out in different ways. Twice a year we bring 500 of our leaders to an all-day forum... We're using a lot of online platforms: blogs, and other kinds of feedback mechanisms.
In collaboration with stakeholders, sets innovative industry		We were asked to develop and establish a new comprehensive model of care for transgender

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

<p>standards and develops business innovations that have a positive impact on society</p>		<p>individuals....It ended up being a really successful process with heavy engagement across the province, including over 100 people from the transgender community.</p>
<p>Likely to envision and attempt to realize positive employee relations coupled with satisfied customers/clients</p>	<p>Fin-CSR</p>	<p>[I]t can be difficult to engage a large employee body. But when you have one clear, unifying purpose and an ensemble of sophisticated practices, you'll do fine.</p>
<p>Not likely to see conflicts in terms of how the firm can meet the needs of various stakeholders</p>		<p>We have the mother of all stakeholders in parliament....Through parliament come the wishes and expectations of the entire population of Canada.</p>
<p>Likely to envision and attempt to realize positive employee relations coupled with satisfied customers/clients</p>	<p>Fin-HR</p>	<p>The challenges don't get any easier but keeping your feet on the ground is so important because that's what connects us to our people and to our clients.</p>
<p>Not likely to see conflicts in terms of how the firm can meet the needs of various stakeholders</p>		<p>For us, [engagement] has been very important, not just internally, but with all the relationships that we have, externally with our shareholders, with our clients, all the stakeholders.</p>

Note. Integrator characteristics used with permission and adapted from “Different Approaches Toward Doing the Right Thing: Mapping the Responsibility Orientations of Leaders,” by N.M. Pless, T. Maak, & D.A. Waldman, 2012, *Academy of Management Perspectives*, 26, p. 58. Copyright 2012 by the Academy of Management.

Not-for-profit sector. One male CEO, one female VP, one male VP, and a female former Dean made up the not-for-profit sector. The two leaders who were not top 100 employers but had secured the status of top employer in their respective regions, were part of this sector group. Specifically, the academic and the applied research

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

organizations fell into this category. I found the two regional employers to be highly similar to the top 100 leaders, likely because their organizations were of a similarly large size, had broad reaching mandates, and were subject to the same criteria as the top 100.

Table 4

Canadian Not-for-profit Sector Leaders – Pragmatic Integrative Leaders

Integrative Characteristic & Descriptors	Business Area	Leaders' Demonstrative Quotations
1. Morally Motivated		
Outlook is rooted in moral values and principles	Rtl-Coop	I really believe that the organization takes on a tone from the top. I believe you must mirror or model the behavior you want to see from your organization.
Leaders don't count on the market or govt to provide socially responsible outcomes		We endeavor to ensure the dignity and fair treatment of the workers through our ethical sourcing programs.
Leaders don't count on the market or govt to provide socially responsible outcomes	FinSvs-Coop	Very early in my career, I decided to identify my life's mission...I decided to work to bring back the common good in corporations.
Outlook is rooted in moral values and principles.		It was very hard in the beginning...at that time I had no financial resources. I had to convince people because it was not a very popular topic.
Integrators show strong, broadly conceived concerns for others	Acad	If you're in the people service industry, as we are as educators, this kind of agenda—to be very people oriented and to treat others fairly—is really critical.
Leader has a broad responsibility		At a university, we're there to serve a numerous set of complex constituents, but we're there to serve.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

<p>Outlook is rooted in moral values and principles</p>		<p>If I'm asking people to be circumspect about managing the budget and I'm not circumspect about managing my own travel expenses, then that breaks down trust.</p>
<p>Shows strong, broadly conceived concern for others</p>	<p>ApRes</p>	<p>I've made it clear that I respect them as professionals....I treat them as I expect to be treated. And as I expected to be treated when I was in their roles.</p>
<p>Considers the needs of various stakeholders to be legitimate</p>		<p>To actually make CSR work outside the firm, one of the things that needs to happen is to actively engage the community or the special groups in the area most affected by your decisions.</p>
<p>2. Creates Long-term Value for Business and Society</p>		
<p>Holds a different understanding of the purpose of running a business and the extent of their accountability</p>	<p>Rtl-Coop</p>	<p>It's a big system. You need to know as much as possible about what is going on all the time....[I]f you try to just push on one part of it there can be unintended consequences.</p>
<p>Creates value for business and society</p>		<p>We also collaborate very, very actively behind the scenes so a lot of what we get done is through collaborations.</p>
<p>Attempts to deliver on multiple bottom lines by reconciling, or actively integrating, goals across stakeholder groups</p>	<p>FinSvs-Coop</p>	<p>When we talk about sustainable development...it's not about treating the three values in a different way; we try to balance all three of them.</p>
<p>Does not run the business primarily to make profits</p>		<p>Today you have to make sure you really understand the needs of the individual and the community.</p>

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Does not disregard economic performance and value creation	Acad	You always want to have students with relevant education; you always have to do that test of the market place.
Does not run the business primarily to make profits		We're educators. We're setting people, hopefully, along a successful career path. If we're not doing our jobs, we can have a huge negative impact on people.
Creates value for business and society	ApRes	We're just in the process now of establishing a new institute....There's a growing sense that corporations need to be engaged in the communities in which they operate.
3. Balances Rationality and Emotion		
Considers profits to be an outcome from running a purposeful and responsible business	Rtl-Coop	We endeavor to ensure the dignity and fair treatment of the workers through our ethical sourcing programs.
Likely to understand and take into account the emotions of others		We do...seek to understand our positive and negative impacts and...mitigate the negative to ensure our business can be healthy and vibrant over the long term.
Likely to understand and take into account the emotions of others	FinSvs-Coop	For me, trust is the first condition to achieve what you want to achieve.... As a financial institution, we must have the trust of the people.
Brings together rationality and analytic thinking with a concern for emotions	Acad	You've got to walk the talk. It sounds really trite, but you have to do what you say you are going to do. You have to be consistent....You've got to be transparent.
Brings together rationality and analytic thinking with a concern for emotions		People may not agree with the decision you make, but they should understand the process that you went through and the criteria that you used.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

<p>Likely to understand and take into account the emotions of others</p>	<p>ApRes</p>	<p>I believe that leadership is an interesting combination of strong personal will and drive and strong emotional intelligence (EQ).</p> <p>Really good leaders are able to understand others, empathize, and keep an energy about their own direction that doesn't mean they abandon themselves.</p>
<p>4. Displays Transformational Leadership</p>		
<p>Likely to pursue a more proactive and transforming approach</p> <p>Likely to understand and take into account the emotions of others</p>	<p>Rtl-Coop</p>	<p>Know yourself. It's very much like personal issues. If you're absolutely honest and self-aware, it is the best starting point.</p> <p>Not only do I believe people need to be learning and growing and having continuous experiences, they also need clarity of purpose, why we do what we do, and to be part of team.</p>
<p>Likely to pursue a more proactive and transforming approach</p> <p>May even try to "change the game of business"</p>	<p>FinSvs-Coop</p>	<p>We asked our members and clients to help us to prioritize our CSR priorities.</p> <p>You have to engage senior management first to make sure they understand. After that, the Board of Directors partnerships with other organizations, like NGOs and the employees.</p>
<p>Translates social and environmental issues systematically into business operations</p> <p>Likely to pursue a more proactive and transforming approach</p>	<p>Acad</p>	<p>[CSR] is extremely important to me; that's why I came to [this university]....[It] had a mission to be a values-led faculty but didn't have somebody with deep expertise.</p> <p>You have to be authentic when you're doing this. You have to believe that it's important and you have to be a strong communicator.</p>
<p>Likely to pursue a</p>	<p>ApRes</p>	<p>They set up as a group and created their own</p>

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

more proactive and transforming approach

weekly online newsletter.... I had said to them, "Communicate. Let's open channels and engage people by whatever means we have."

May even try to "change the game of business"

[Y]ou've got to motivate your people, but a lot of the time motivation in the past was a stirring speech that shared your thoughts but didn't get into theirs.

5. Engages All Legitimate Stakeholders

Works well all legitimate stakeholders

Rtl-Coop

Like any organization, we have a small, very vocal minority that has very strong opinions on things. We listen to them, and we engage with them.... We have to listen.

Sees stakeholders in a broad perspective

Our supply chain is a stakeholder.... The communities are stakeholders and... the ecology on which we depend is a stakeholder. So, we look at a very wide stakeholder group.

Likely to envision and attempt to realize positive employee relations and satisfied customers/clients

FinSvs-Coop

We asked our members and clients to help us to prioritize our CSR priorities.

Sees stakeholders in a broad perspective

You have to engage senior management first to make sure they understand. After that, the Board of Directors.... partnership organizations, like NGOs and universities.... the employees.

Works well all legitimate stakeholders

Acad

We have a standard set of stakeholders, and then there are others we consider because of their influence on our decisions or vice versa.

The internal stakeholders, like faculty, have a huge impact on the decisions... and how you craft a strategy.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Sees stakeholders in a broad perspective	ApRes	We're going to be dealing with government, business, some communities, some of the larger public-sector institutions, and hospitals/health systems.
Likely to envision and attempt to realize positive employee relations and satisfied customers/clients		Whenever we are undertaking a corporate initiative we always have groups of employees engaged in the process.

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Contrasting integrative and non-integrative leaders. Maak et al. (2016)

compared the integrative and instrumental leaders. They depicted the instrumentalist as having a personalized vision, a focus on the finances and an economic cost-benefit logic and leading by objectives. The instrumentalist's approach to stakeholders is narrowly based on the most powerful or urgent stakeholders, typically reactive, and lacking in interconnectedness. These characteristics do not suggest that instrumental leaders are irresponsible; however, their narrow approach is less open and inclusive, so there are fewer relationships and more chances of reputation issues (Jones Christensen et al., 2014; Maak et al., 2016; Pless et al., 2012).

In contrast, Maak et al. (2016) described the integrative leader as one who takes a broader approach, is more relational, and leads by mobilizing all legitimate stakeholders. An integrative leader's decision making is inclusive, and performance is a combination of economic, social, and environmental gains. By finding ways to create value, trade-offs

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

are less necessary, and all sides benefit in some way (Jones Christensen et al., 2014; Pless et al., 2012; Porter & Kramer, 2011).

Maak et al. (2016) saw the integrative leader as more suitable in a complex, global environment where there are many diverse stakeholders who can affect the long-term success of the organization. The instrumentalist is more likely to thrive in a traditional business setting where rules and regulations drive operations, and interference from stakeholders is low. The one leader in my study who showed more characteristics of an instrumental leader represented one of the top 100 companies and had worked through a downsizing period with the corporation in past years. More recently, this private sector transportation leader was learning to adjust to the new focus on engagement and social responsibility spearheaded by a new President, yet still showed a narrow approach, “Engagement is something that we have not always done as well as I think we should have, but that was a reflection of the priorities of the time” (Pri-Tran-2).

Unlike the other leaders, he was more conservative about his expectations for engagement practices, taking a more utilitarian, reactive approach, “Engaging means getting people to understand what you’re trying to do and why you’re doing it and why they should be at least minimally respectful of your intention and not attribute to you any intentions that you don’t have (Pri-Tran-2).

For this leader, engagement was part of the overall management process, but not the only solution. Unlike an integrative leader, he seemed more reliant on management objectives than any potential positive outcomes of stakeholder engagement, “Engagement is like breathing as far as I’m concerned. It’s unavoidable, but it’s not sufficient. You’ve got to do a lot more to achieve your goals” (Pri-Tran-2). In a way, he saw engagement as

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

a type of experiment, but one that could be have more costs than benefits. An example of an annual gathering of employees for the President's Awards was a case in point, "We have a session in Florida, and we treat [employees] royally....This is quite costly, and I always hope that it's money well spent because, in the end, it's a bet. Engaging employees is a bet (Pri-Tran-2).

External engagement was focused on specific groups and advocacy, "Our engagement with external stakeholders, though it's necessary all the time, is first and foremost coined in terms of advocacy" (Pri-Tran-2). While he did not refer to a newly integrated supply chain agreement as a form of engagement, he considered it to be a very good example of trust, and how the company could work with its competitors to make the overall system work more efficiently. In doing so, he showed integrative sensibilities—working with stakeholders to achieve shared value, "Supply chain enabling is the ultimate manifestation of developing trust between supply chain partners....When they work together we've seen improvements in supply chain efficiency and service that are in leaps and bounds beyond what it was" (Pri-Tran-2).

He held a similarly undecided perspective about social responsibility, showing the financial imperative:

I'm an economist, and I know that if we do it and nobody else does it, then there's no improvement in the environment....If everybody else does it and we don't do it, we'll get the same results. That's what we call in economics the free rider question. (Pri-Tran-2)

He worked hard and his loyalty and commitment to the President demonstrated the power of leadership at the top. Still, his motivation seemed to be externally driven by

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

his boss, and on the objectives at hand, not an internal moral imperative, “It’s because of [the President], and I support him in that.” (Pri-Tran-2).

While still weighted on the side of economic returns, he appreciated the beneficial link between social responsibility, performance, and legitimacy. He was proud of some of the social programs the company was implementing, “We consume 1.5 million ties a year...so we like to think that we can at least plant 50% of the tie consumption every year. It makes business sense, and it makes sense in terms of employee engagement” (Pri-Tran-2).

He led by objectives and was heavily involved in promoting the business plan across the organization, “We’re going to be meeting our senior managers and their employees in the mechanical repair shops and talking about the business [plan]....We try to make it relevant so that people understand” (Pri-Tran-2).

Overall, he was more comfortable with social responsibility strategies if they made good business sense. This is not unusual, given the demands on business leaders to make a profit and sustain the competitiveness of the firm. The integrative leader, however, would be inclined to take a more balanced approach to decision-making, create value, and share the benefits with business and a diverse set of stakeholders (Maak et al., 2016; Pless et al., 2012; Voegtlin, 2016).

Gender and global leader characteristics. Five women and seven men made up the sample of Canadian leaders. Researchers have found that gender can make a difference in a global market place and where there is a growing demand for more collaborative and responsibility-sharing leaders. For example, Javidan, Bullough, and Dibble (2016) sampled 1,187 managers from 74 countries using the *Global Mindset*

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Inventory and found that women had stronger global mindsets because they showed greater diversity, intercultural empathy, and diplomacy. Men, on the other hand, demonstrated business savvy, interpersonal impact, and a cosmopolitan outlook. The authors concluded that the optimum solution would be to have women and men working together and sharing the responsibility.

I compared Javidan et al.'s (2016) gender-relevant global characteristics to the Canadian integrators. My study generally supported these findings with some variation. An important difference for the Canadian responsible leaders was the tendency for cross-over behavior—males and females shared some of Javidan et al.'s (2016) gender-specific characteristics, behaving in a more androgynous manner.

When I considered the female-specific characteristics, diversity and intercultural empathy, both male and female leaders exhibited these characteristics. One male leader spoke about management practices and structures that needed to change to accommodate a variety of cultures and age groups, particularly Millennials. He was part of an effort to develop more flexible work spaces as Millennials are known to prefer to work collaboratively across the organization (Mirvis, 2012; Winter & Jackson, 2014; Woods, 2016), “We coined it *Workplace of the Future*....We engaged many of our staff to establish how they want to work....It's also reflective of how reasonably flat it is in terms of the hierarchy” (Pri-CS-1).

Another male leader made a strong case for diversity within the senior leadership, “[N]arrow ways of thinking and doing, are not necessarily good. So, getting different people's thoughts and ideas on the table is one way of getting much better diversity in our leadership ranks and is really critical” (Pri-CS-2).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Female leaders showed all three of the male-specific characteristics. A female public-sector leader spoke of her wide experience, suggesting a cosmopolitan outlook, “I’ve worked for large global organizations with 35 thousand employees and in many countries” (Pub-Fin-HR). The female VP in the transportation sector clearly demonstrated business savvy when she talked about how the firm was renewing the fleet to reduce carbon emissions, “We are reducing our carbon footprint through purchasing newer airplanes....They are more efficient overall. In fact, you get a 30 percent efficiency out of a new airplane like the 787” (Pri-Tran-1). Finally, a not-for-profit female leader showed how interpersonal impact was part of her work, “We’re educators....If we’re not doing our jobs we can have a huge negative impact on people. That’s one of the reasons we do it....We can have impact” (NFP–Acad).

Integrative Leaders and Value Dimensions

We must be able to point to unique criteria and impact if the responsible leadership construct is to be considered a valid leadership model (Doh & Quigley, 2014). One area in need of development is the lack of any values or principles (Voegtlin, 2016). By identifying personal value dimensions for the leaders in my study I am expanding and further refining the integrative leader described by Maak et al. (2016) and Pless et al. (2012). My intention is to help practitioners understand responsible leadership and how an integrative leader is motivated to make socially responsible decisions for the firm. Similar work has been done in developing leadership models for sustainability: Tideman et al. (2013) recommended a definition and model of sustainable leadership; Brandt (2016) proposed a typology for a sustainable leader; and Groves (2011) demonstrated a values-centered model of transformational leadership. Each author emphasized ethics,

stakeholder engagement, and a principled approach to dealing with the environment and social responsibility.

Linking the value dimensions to the Canadian leader. Once I had confirmed the status of 11 of the leaders in my sample I was prepared to identify the values that motivated each pragmatic integrative leader's behavior. Other determinants may affect responsible leadership behavior, including demographics, emotions, and personality traits (Brandt, 2016; Chin et al., 2013). I focused on values because there is ample evidence that values are a crucial determinant of senior leader behavior and decisions (Jones Christensen et al., 2014; Pless et al., 2012; Stahl & Sully de Luque, 2014).

Why value dimensions and not values? The online version of the Merriam Webster dictionary (2017) includes several interpretations of the word *dimension*. For this study, I have defined dimension as a range or degree. Each value dimension includes a range or multiple degrees of the value along a continuum. By using value dimensions, I can present a coherent, measurable model with some depth and breadth. There were several steps involved in devising a final set of value dimensions for the integrative leader. See Chapter 4 for a detailed description of that process.

Most of the selected value dimensions had links to the values previously confirmed by Rokeach, (1973) and recommended for firms by Brummette and Zoch (2015). The value dimensions will require further research; however, in this report I provide a reasonable justification for including them as part of the integrative responsible leader's mindset in today's business environment.

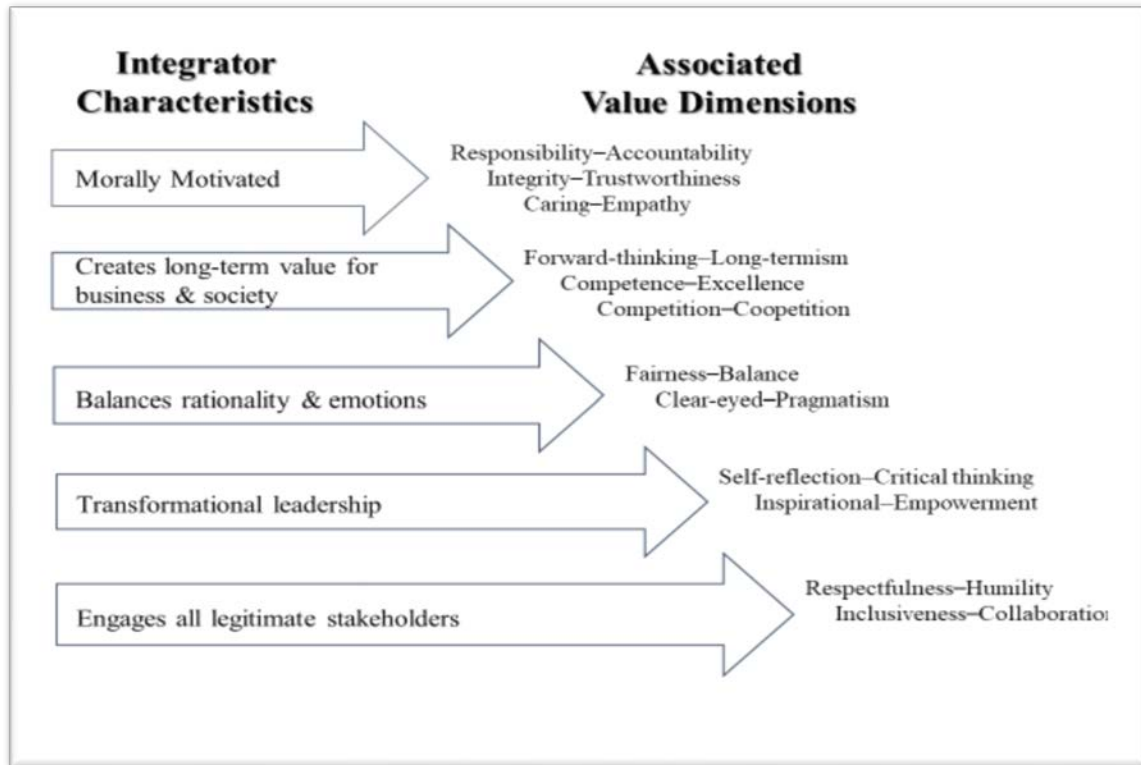
I am recommending several value dimensions that do not have a direct connection to the reference literature because I believe they add meaning and endurance to the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

contemporary integrative leader. For example, a potentially contentious value dimension is *competitiveness–coopetition*. As noted in the Integrator analysis, a competitive characteristic is associated with the instrumental responsible leader, but not the integrative responsible leader described in the literature. As noted in the initial analysis, the 11 Canadian leaders reflect a hybrid of the integrative and instrumental leaders: The pragmatic integrative leader works to balance competitiveness with the five characteristics that denote the Integrator ideal. Further, since she shares the same key characteristics as the Integrator, the similarities are great, and the value dimensions presented here will have broad application—to the pragmatic integrative leader, the Integrator ideal, and to other types of integrative leaders yet to be defined.

Following are the definitions and justifications for each value dimension. Figure 1 depicts Pless et al's (2012) Integrator characteristics and the complete set of value dimensions for the pragmatic integrative leaders in my study.

Figure 1. Integrator Characteristics and Associated Value Dimensions



Note. Integrator characteristics used with permission and adapted from “Different Approaches Toward Doing the Right Thing: Mapping the Responsibility Orientations of Leaders,” by N.M. Pless, T. Maak, & D.A. Waldman, 2012, *Academy of Management Perspectives*, 26, p. 58. Copyright 2012 by the Academy of Management.

Defining the value dimensions. I devised a list of value dimensions using the leadership and values literature, as well as the findings from my study. The leader who is more likely to invest deeply in stakeholder engagement while cultivating a culture of social responsibility must possess values that will facilitate and sustain the challenging work involved in senior leadership today. Balancing decisions and actions through the filter of the value dimensions I have identified puts the leader in an optimum position to address the complex issues of business and society (GRI, 2015; Maak et al., 2016; Pless et al., 2012).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

There are many leadership styles. The responsible leader framework is still under development and researchers continue to search for signs of distinction that define the construct as a unique leadership style (O'Toole, 2012; Voegtlin, 2016). I identified a total of 12 value dimensions for the pragmatic integrative leader: five uniquely integrative value dimensions, five value dimensions that focus on others and not the individual leader—the typical focus for leadership models, and two that serve to complete the profile of the leader.

Uniquely integrative value dimensions. The following five value dimensions not only further develop the responsible leadership framework, they add distinctiveness and depth to the integrative responsible leader. Some value dimensions are new or less familiar, but Rokeach (1973) predicted that while many values endure, they may also change because of time and life experience. With this advice in mind, I added several other value dimensions that uniquely define the leader in a modern world.

Responsibility–Accountability. The moral leader works with stakeholders to balance social, economic, and environmental interests and is not just focused on financial outcomes. Responsibility is broader, proactive, and not simply one person's liability as in the legal sense of the word (Pless, et al., 2012; Voegtlin, 2016; Walden & Siegel, 2008). Being accountable is part of this dimension, facilitating openness and transparency. The accountable leader must proactively communicate his actions and decisions to stakeholders and the public and not await questions or accusations.

Responsibility does not appear in the value sets of any other leadership style and is the essence of an integrative responsible leader (Owen, 2012; Voegtlin, 2016). Integrative leaders have a unique perspective in that they share responsibility and work

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

collectively with others to find solutions to issues that matter to business and society (Maak et al., 2016; Pless et al., 2012).

Brummette and Zoch (2015) included accountability in their list of values stakeholders expected of business leaders. Rokeach (1973) used *honest* as a value which seems to capture accountability and transparency in today's discourse. Responsibility and being accountable to stakeholders was a common theme for Canadian leaders. Since interaction with stakeholders is a defining aspect of integrative leadership, being both responsible and accounting for one's actions is necessary to complete the value dimension.

Forward-thinking–Long-termism. The integrative leader creates long-term value for business and society. Since the global economic crisis in 2008, the responsibility of business and its leaders has come under fire (Witt & Stahl, 2016; Lauesen, 2013). The current perspective in business is short-term, as demonstrated by the focus on quarterly financial results that drive business decisions (Fifka & Berg, 2013). Researchers and practitioners alike have called for a longer-term perspective to enable the development of relationships, trust, and the achievement of actual outcomes (Lin-Hi & Blumberg, 2011; Tien, Chen, & Chuang, 2013).

Stakeholder engagement is about building relationships and sustaining trust and like any good relationship, it requires time and effort (Doh & Quigley, 2014; Maak & Pless, 2006; Maak et al., 2016; O'Riordan & Fairbrass, 2014). The results achieved through the decisions of a senior leader to be socially responsible also require time to be implemented and measured. Business has been criticized for causing social,

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

environmental, and economic problems for society while prospering at the expense of communities.

Tideman et al. (2013) called for an end to the short-term approach, saying it was based on Darwinian notions of human superiority and individualism that are no longer a viable option for long-term business survival. Voegtlin's (2016) proposal for a responsibility orientation for business leaders included the concept of forward looking and long-term thinking for the responsible leader. The forward-looking perspective is a strategic departure from the short-termism that has led to a singular focus on financial gains on a quarterly basis, or not thinking ahead to consider the impacts of certain decisions on society or the environment (Maak et al., 2016; Sethi et al., 2015; Voegtlin, 2016).

Brummette and Zoch (2015) used the value term, *longevity* to address the need for a more reasonable planning horizon. Rokeach (1973) included a value referred to as being *broad-minded* or *open-minded*. Other scholars have made numerous recommendations for business to move from a short-term perspective to one that is more longer-term (Gonin, 2015; Lin-Hi & Blumberg, 2011; Porter & Kramer, 2011). Canadian leaders saw the importance of thinking in the longer-term sense and understanding impacts over time.

Competitiveness–Coopetition. This value dimension is uniquely tied to the pragmatic integrative leader. Creating value for business and society requires a leader who can do double time in achieving financial and social outcomes that satisfy a diverse set of stakeholders, including the shareholders to whom she is directly linked.

Competition was a common theme with Canadian leaders, whether they were referring to

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

direct competition in the marketplace or leading the organization to do better. The notion of coopetition adds considerable depth to the value dimension and demonstrates the integrative leader's capacity to work with others, including the competition, to achieve organizational goals.

Coopetition exists when two competing organizations work together for mutual benefits (Emec, Bilge, & Seliger, 2015). There are four main strategies for adopting coopetition: risk reduction, greater efficiencies, social branding, and the creation of new markets (Christ et al., 2017). In practice, companies tend to see more potential in process-oriented opportunities, like risk management and efficiency, while brand and market share tend to remain in the competitive arena. For example, a cooperative strategy for sustainability would require the leader to consider the economic, social, and environmental elements of a decision, which would help to reduce unsustainable actions (Christ et al., 2017; Schaltegger & Burritt, 2015).

I chose this dimension for the pragmatic integrative leader because of findings in my study as well as my professional experience as a member of senior leadership teams within government. My role as a policy executive put me in contact with many senior leaders from business and industry, as well as the senior leaders of government. A leader with little or no capacity to compete when necessary may quickly be overpowered by others when important and complex decisions are in process. While a departure from the norm according to the literature, the notions of competition and coopetition surfaced multiple times throughout the interviews. All leaders in my study talked about competing, not just the private sector. Still, the leaders spoke of the competition with respect and they did not appear to be people who would need to win at any cost. My sense was that

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

healthy competition was simply a natural expectation in a challenging global marketplace. Furthermore, and in line with an integrative mindset, a number of leaders mentioned working with competitors and supply chains so that value could be created for all parties, making the case for cooptation.

The leadership literature provides some support for my decision. Several scholars have referred to the fact that all leaders encounter competition and there is no exception for those who practice CSR (Christ, Burritt, & Varsei, 2017; Frynas & Yamahaki, 2016; Porter & Kramer, 2011; Wang et al., 2016). Indeed, leaders working in global contexts are subject to even higher levels of competition, so they need to be equipped with the values and the behaviors to work at an optimum level (Caligiuri & Tarique, 2009; Javidan, et al, 2016; Porter & Kramer, 2011).

I contend that being competitive as a pragmatic integrative leader is different from the behavior of other leaders, particularly instrumental leaders. If we consider the full set of value dimensions for the pragmatic integrative leader, the leader's moral motivation, along with fairness and respect would tend to counter an extreme or harmful form of competitiveness and encourage cooptation instead. Such a leader would likely be more cooperative and not find it necessary or productive to constantly engage in what Porter and Kramer (2011) termed, "battle field competition."

Instead, the integrative leader would likely seek out opportunities to work together with opposing forces so that all parties could win through the creation of value for all. Indeed, the pragmatic integrative leader would practice cooptation whenever possible, working with external stakeholders and encouraging teamwork for enhanced corporate performance (Christ et al., 2017; Younis, Sundarakani, & Vel, 2016). At the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

same time, a leader in today's complex, global environment must be able to compete; to ignore competition would tend to disarm the leader, making her less able to contend with other leaders, particularly a leader with fewer noble tactics (Petrenko et al., 2016).

While Rokeach (1973) included *ambitious* as a value, suggesting the notion of competitiveness. Maak et al. (2016) and Pless et al. (2012) maintain competition as part of the instrumental leader's behavior. Brummette and Zoch (2015) made no mention of competitiveness in their value set.

Clear-eyed-Pragmatism. Balancing rationality and emotions requires a leader who is comfortable and adept at complexity, ambiguity, and paradoxes. The leader must see through the many interests and demands of stakeholders and determine the best solution. Being clear-eyed removes or reduces bias and introduces a critical thinking process to complex problems. At the other end of the dimensional continuum is pragmatism whereby the leader implements a sensible and reasonable decision or policy based on a sound understanding of the practical needs of each group.

Taking a critical approach to thinking and evaluating the many options and interests is a value of necessity for the global leader who works with multiple, diverse stakeholders. Balancing the social, environmental, and economic interests of many groups, including the expectations of the company, requires a deep intellectual base and a sound reasoning that makes sense of paradox while being pragmatic and efficient (Baker & Schaltegger, 2015; de Colle et al., 2014; Mazutis & Slawinski, 2015). The leader weighs the evidence as well as emotions to reach the most reasonable solution.

This value dimension is aligned with the economic and political recommendations made by Horwitz and Grayson (2010). The authors saw an emerging world view in which

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

business, economy, environment, and society are interconnected and interdependent, not separate and detached. They also described the leaders of this new world view: They are comfortable with complexity and stakeholder engagement and take a long-term perspective with an open mind that is both moral and self-aware (Horwitz & Grayson, 2010).

Ruwhiu and Cone (2013) used the context of New Zealand's Maori to understand the concept of pragmatism more fully. Their findings indicated that leaders who employ a clear-eyed or pragmatic approach use personal knowledge about roles and relationships and adopt their approach to each changing environment (Roca, 2008; Ruwhiu & Cone, 2013). This capacity to be both morally self-aware and flexible in a constantly changing environment would serve the integrative leader well.

Pless et al. (2012) included the paradoxical behavioral characteristic of balancing rationality and emotion in their Integrator orientation. Rokeach's (1973) *logical* and *intellectual* values share some similarities with the proposed value dimension. Brummette and Zoch (2015) did not include a similar value, perhaps because the stakeholder groups involved in their study would not necessarily have been aware of the internal demands of individual leaders. Canadian leaders, however, were quick to talk about the paradoxical nature of social responsibility as well as the general ambiguous state of global business and society.

Self-reflective–Critical thinking. The pragmatic integrative leader has a characteristic transformational leadership style. She envisions the future and inspires and empowers others to accomplish major goals and objectives (Pless et al., 2012; Yasir & Mohamad, 2016). If she knows her strengths and weaknesses and constantly evaluates

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

her behavior and the activities around her, she will also be aware of her impact on others. This is a unique value dimension that also demonstrates the leader's consideration for others, an aspect of the leader's style that will be described in the next section.

The self-reflective leader understands her assumptions, what she believes in, and why (Eriksson & Kovalainen, 2008). Being self-reflective prepares the leader for the times when issues and problems may shake her values and beliefs, like corruption or human rights violations within the company's supply chain. Being self-reflective will assist with critical thinking, a necessary action when dealing with complex problems and dilemmas or when considering major change.

Pless et al. (2012) spoke of self-reflection and critical thinking as relevant components of a responsible leader's mindset. Patzer et al. (2012) and Voegtlin (2016) saw gaps in existing concepts in responsible and ethical leaderships. They recommended critical-reflective approaches that facilitated more effective decision-making processes, included all affected stakeholders, and enabled the leader to cope with and balance social, ethical, environmental, and financial challenges. Brummette and Zoch (2015) did not identify a value like this dimension in their study. Rokeach (1973) expressed this as *intellectual* (intelligent/reflective). Individual Canadian leaders expressed this value as *knowing oneself* and believed it gave them a starting point for working with others, many of whom held entirely different beliefs.

Others-focused value dimensions. The next five value dimensions focus on others, a quality that is at the heart of the integrative mindset. These value dimensions reflect the integrative leader's capacity to communicate and collaborate with stakeholders and sets the leader apart from the typically individualistic focus of other leaders (Maak,

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

2007; Maak et al., 2016; Pless & Maak, 2011; Pless et al., 2012; Voegtlin, 2011). The emphasis on stakeholders and the leaders' social responsibility are areas not typically addressed by other leadership models, although in recent years, scholars have begun to examine and recommend adding social responsibility and the broader concept of individual responsibility to ethical leadership (Voegtlin, 2016).

Caring–Empathy. The leader demonstrates caring through actions, including compassion, kindness, and empathy. Employee engagement processes stress the need for leaders to care, and show employees they care, rather than seeing them as a means-to-an-end (Houghton, Pearce, Manz, Courtright, & Stewart, 2015; Mirvis, 2012). Voegtlin (2016) and Pless and Maak (2011) emphasized the importance of caring as a responsible leader. Brummette and Zoch (2015) included caring in their list of values for organizational leaders recommended by stakeholders. Rokeach's (1973) value survey included *loving* as one of the 36 values. The Canadian leaders talked freely about caring about employees and the environment. The integrative leader's emphasis on engagement makes caring and the capacity to feel empathy an important value dimension.

Fairness–Balance. The business–society dichotomy is central to this leader, requiring him to be fair, and apply both rational and emotional sensibilities in the right balance (Maak et al., 2016; Pless et al., 2012). The leader weighs all sides and reaches the optimum solution for a given problem, integrating requisite amounts of his Intelligence Quotient (IQ) and Emotional Quotient (EQ). Given his broader sense of accountability, the leader works to balance multiple interests (Pless et al., 2012). Brummette and Zoch (2015) used *fair* to capture this dimension in their value set, and the RVS (Rokeach, 1973) includes the value, *inner harmony*.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Inspirational–Empowerment. Pless et al. (2012) saw the integrative leader's approach as going beyond social responsiveness and integrating social issues into the business operations. Integrative leaders are often viewed as visionary and inspire others with hope, a distinct difference from the transactional leader (Sully de Luque et al., 2008). Empowerment is considered a key component of the responsible leadership mindset (Patzner et al., 2012; Pless & Maak, 2011, Pless et al., 2012). Brummette and Zoch (2015) used the term *personalization* to represent a value that appreciated people and their different needs. The RVS (Rokeach, 1973) lacks a stakeholder orientation and, thus, has no value for empowering others. Canadian leaders reflected a leadership style that was inspirational and empowerment-oriented, and the value dimension will be demonstrated later in the analysis.

Respectful–Humility. The leader treats staff, external stakeholders, and others as important, ensures good benefit programs for employees, and is courteous (Brummette & Zoch, 2015). Pless et al. (2012) described their Integrator as one who focuses on all legitimate stakeholders. Noland and Phillips (2010) recommended stakeholder engagement be honest, open, and respectful. Brummette & Zoch (2015) included *respect* in the value set they developed with stakeholders and Rokeach (1973) included *polite* and *courteous* in the value survey. Canadian leaders talked about how respect entered into good leadership and that it was necessary to build and sustain relationships and trust.

Inclusiveness–Collaboration. The focus of the integrative leader is inclusive rather than selective (Maak et al., 2016). The leader follows the stakeholder perspective and being inclusive is necessary for successful engagement. Similar terms included in the literature involve being collaborative, applying diversity, and being open-/broad-minded.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

An important reality for the integrative leader is that they are under pressure to be able to work with greater diversity, many and varied stakeholders, higher competition, and more uncertainty and ambiguity than ever before (Gregersen, Morrison, & Black, 1998; Maak et al., 2016; PricewaterhouseCoopers, 2016).

The integrative leader works with groups to build consensus, inserts diversity into operations and decisions, and is open to different ideas, cultures, and stakeholder groups. She collaborates with stakeholders and creates value (Pless et al., 2012). Then she works to reconcile or integrate the many interests (Pless, et al., 2012). A global marketplace requires a stakeholder approach that considers a diversity of interests, cultures, and genders (Maak, et al., 2016; Stahl & Sully de Luque, 2014; Witt & Stahl, 2016).

Canadian leaders reflected this value and indicated they worked hard to be inclusive, even though it was difficult, particularly with external stakeholders.

Being inclusive is a highly important and relevant value given the leader's focus on stakeholders whose needs will vary widely (Voegtlin, 2016). Maak et al. (2016) and Voegtlin (2016) noted the importance of inclusivity to the responsible leader. Brummette and Zoch (2015) used it as a value that means treating all organizational constituents (e.g., employees, customers, and clients) ethically and justly. There is no one value in Rokeach's (1973) survey to match inclusivity; however, certain values are supportive of inclusiveness, like being *responsible*, *broad minded*, and *believing in equality for all*.

Canadian leaders were highly supportive of inclusive stakeholder engagement, often using *diversity* as a synonym for inclusivity. They were particularly committed to internal (employee) engagement which was at least partially a function of their understanding of quick returns on investment. They appreciated the need for being

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

inclusive of external stakeholders, although their reasons for doing so were often different. More detailed accounts of each leader's comments that demonstrate the value dimensions are included in a later section.

General leadership values. A number of leadership styles share values similar to the two remaining value dimensions, integrity–trustworthiness and competence–excellence (Yasir & Mohamad, 2016). I included them for this leader because a value set for any leader would not be complete without them.

Integrity–Trustworthiness. The morally motivated integrative leader demonstrates consistent words and actions, honors commitments, and strives to be honest, ethical, and moral (Maak et al., 2016). Integrity was a familiar term in responsible leadership writings by Voegtlin (2016) and Maak et al. (2016). Brummette and Zoch (2015) included both terms in their value set, and Rokeach (1973) incorporated *honest* in the value survey. Integrity and trustworthiness were frequently mentioned by the Canadian senior leaders as relevant values for today's leaders. A leader with integrity will garner trust from stakeholders and build sustainable relationships (Mostovicz et al., 2011; Veríssimo & Lacerda, 2015).

Competence–Excellence. This value dimension supports the leader's desire to create long-term value for business and society. The competent integrative leader strives for excellence in decision-making and works to ensure that costs match value. People need to have confidence in the leader's capacity to represent the organization and move it forward in the best possible way. As any good leader, the integrative leader must demonstrate an appropriate level of knowledge and experience with the subject area and operations of the firm, the sector, and other relevant areas (Kouzes & Posner, 2017). Two

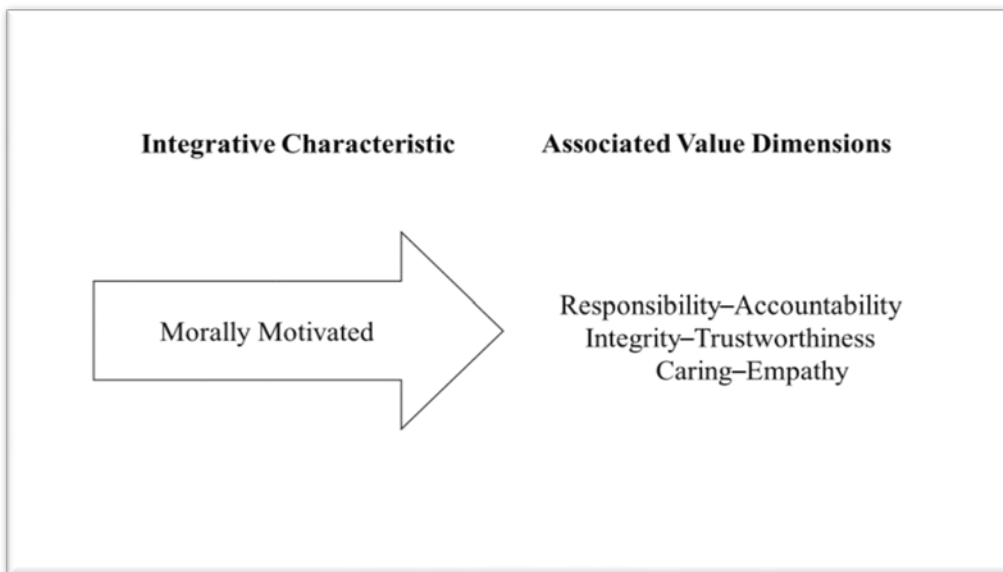
values that were somewhat like this dimension in Rokeach's (1973) survey are *sense of accomplishment* and *lasting contribution*. Maak et al. (2016) spoke of *social innovation* and Brummette and Zoch (2015) included *competence* and being *innovative* in their value set.

Canadian pragmatic integrative leaders and value dimensions by sector.

Having defined the value dimensions for the integrative leader and the pragmatic integrative leader, now I will show how the value dimensions are demonstrated by individual leaders in my study. Figures 2 to 6 are derived from the overview of integrative characteristics and value dimensions depicted in Figure 1.

Private sector value dimensions. Beginning again with the four pragmatic integrative leaders who represented the private sector in the study, I now present my findings to support how each participating leader demonstrated the value dimensions I have identified.

Figure 2. Value Dimensions for the Morally Motivated Leader



A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Morally motivated. Integrative leaders see their responsibility in broader terms, showing consideration for the needs of various stakeholders and not just the shareholders or owners. They also show concern for others so that employees and external stakeholders sense that leaders care about them. The morally motivated integrative leader also has a higher degree of accountability, going beyond the shareholder group and extending accountability to all legitimate stakeholders. The three value dimensions that I have identified for moral motivation are responsibility–accountability, integrity–trustworthiness, and caring–empathy.

The transportation representative demonstrated several value dimensions that reflect a moral leader. She showed responsibility–accountability when she said, “I don’t think you can be a successful company today...and ignore your responsibility towards sustainability” (Pri-Tran-1). Accountability, along with the next value dimension, integrity–trustworthiness, came through when she stated, “[This company] is looked upon as the country’s flag carrier externally....We carry the flag and the country’s name as part of our name....Sustainability for us means being mindful of all these expectations and governing ourselves accordingly” (Pri-Tran-1). Caring–empathy as a value dimension adds a final descriptive element to the moral leader. One of the best demonstrations of caring was made when she spoke of her work with the company’s foundation, “The work that we do in the community...is important. We don’t look at putting our energies where we will get the greatest visibility; we look at putting our energies and resources where they will make the most difference” (Pri-Tran-1).

The natural resources representative showed responsibility–accountability with the following statement, “I have a responsibility here, so I want to do the job the best I

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

can. I spend a lot of time worrying about our employees” (Pri-NR). He showed the broad approach to this value dimension when he referred to the additional work the company was doing with external stakeholders, “I hired someone to do government relations for us and...instead of doing less I have to do more because he’s showing me how important it is” (Pri-NR). Integrity–trustworthiness came through when he spoke about his commitment to the foundational values of the company, “This company started 61 years with very simple values. The key for us is making sure our people in leadership roles have those values.” The high degree of trust, in the CEO and throughout the company, was demonstrated in how he described the management style, “We don’t micro manage day-to-day activities. I don’t tell people how to do things; they know what I want. There’s a high degree of trust in this organisation” (Pri-NR).

The third value dimension, caring–empathy, came through when he talked about the type of leadership he was committed to, “We operate in many small, sometimes remote locations, and we are committed to be a responsible, caring leader in supporting our 8,000 employees, their families, and their communities” (Pri-NR). He showed empathy when he responded to a question about a loss of trust and how he would deal with the situation, “If we’ve had [trust] with somebody in a leadership role, and if we can’t get it back, they may have to leave. But if you’ve built up that relationship over the years...well, we’re all entitled to make mistakes” (Pri-NR).

Essentially, this CEO was clarifying the degree of the issue regarding a breach of trust. He was empathizing with the person who had committed the breach, indicating that if the situation was one that could be repaired, he was willing to support the person through it. However, if the loss of trust were intense, he would have the person removed

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

from the organization because of its effect on others and the overall functioning of the firm. His capacity to see the greys and not simply the blacks and whites of an issue showed caring and empathy, the final value dimension in the pragmatic integrative moral leader's repertoire.

The two consulting leaders were Partners/Principals within an international company with offices across the country and around the world. The two participating in my study were based in Vancouver and Toronto. Both had senior leadership functions managing clients, teams, and business relationships, combined with a stewardship responsibility for the firm. There were similarities in many areas, along with some interesting differences in how each leader interpreted and responded to the questions that led to their revealing the value dimensions of a pragmatic integrative leader.

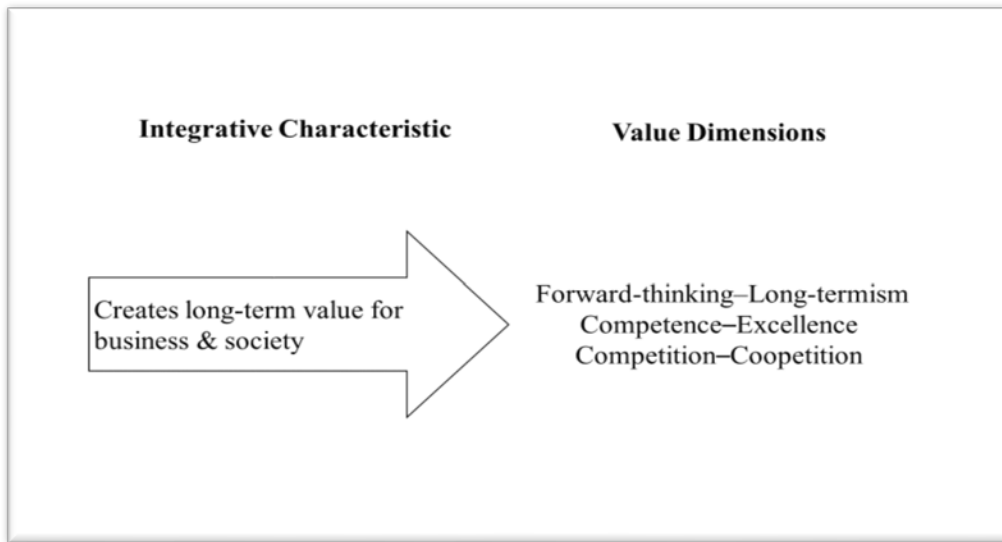
Beginning with the senior leader working out of Toronto, he demonstrated responsibility–accountability and integrity–trustworthiness when he spoke of his approach to working with people, “Trying to understand how our people work with clients matters a lot to me. That generally involves making sure that we’re engaging in the pursuit of excellent service delivery that’s tied to quality, integrity, ethics, and collaboration.” He showed further signs of integrity–trustworthiness when he commented personally, “On a personal basis, I think the whole point around doing the right thing and suspending personal interest is key” (Pri-CS-1). He showed he understood that caring was a big part of engagement, suggesting he was a caring leader because of his understanding of and commitment to engagement, “True engagement is...one-on-one with people and people engaged with people....When it comes to what really matters to me, I want to hear it from somebody who knows me and cares about me” (Pri-CS-1).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Finally, his capacity to be empathetic came through with the following comment, “As difficult as it may seem, suspending personal self-interest and skills is very important. That’s the sort of thing that allows people to see the broader interest beyond their own” (Pri-CS-1).

The senior leader based in Vancouver also showed he was morally motivated with all three value dimensions. I first observed moral motivation through responsibility–accountability when he talked about doing the right thing for clients and employees, “Doing the right thing the right way and helping our clients to do that...whether that is transparency in reporting, making sure there is integrity in decision-making, managing risks appropriately” (Pri-CS-2). He demonstrated integrity–trustworthiness when he relayed his approach to working with others, “You can ask any question, but there’s only one of three answers: I will give you the answer; I don’t know, but I’ll try to find out; and I know but can’t tell you” (Pri-CS-2). Finally, I saw that he possessed caring and empathy when he spoke of his approach to training leaders, “If someone is genuinely caring about their colleagues and wants to do the right thing for clients, but delivers [a] message without nuancing it, I can live with that” (Pri-CS-2). His empathy was present in how he understood and made exceptions for trainees who were not particularly polished in terms of their management approach or personal style, but they had good values, “When I work with people, if their values are in the right place, I can work with almost any kind of style or behavioral issue” (Pri-CS-2).

Figure 3. Value Dimensions for Creating Long-term Value



Creating long-term value for business and society. The second integrative characteristic is the leader's commitment to creating long-term value for business and society. The three value dimensions associated with this characteristic are: forward thinking–long-termism, competence–excellence, and competitiveness–coopetition. It is with this characteristic that I differentiate the pragmatic integrative leader from the Integrator ideal.

Working again through the four business areas within the private sector, the transportation representative demonstrated forward-thinking–long-termism when she talked about how the firm had re-established labor relations and pension plans, "Today our pension plans are in a surplus position of over one billion, so there is great credibility. Employees accepted that we needed to make some changes ...and now their plans are secure." Her understanding of the industry's approach to environmental issues showed competence–excellence, "In the [transportation] industry, environmental protection, as in reduction of carbon emissions, correlates directly with fuel efficiency, which correlates directly with the bottom line." Competitiveness came through with her comment about

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

the company's position among its competitors, "[This company] is looked upon as the country's flag carrier externally. There is a lot of competition now, but we were there before everyone else." Coopetition was also visible with how she worked across industry for better standards, "We can't do it on our own. We work very actively with [international associations] and...[industry] committees....We share the goals of where we want to be on carbon emissions" (Pri-Tran-1).

The natural resources leader showed forward-thinking when he spoke about how the company was growing and how he wanted to ensure the parts that worked, particularly the values of the original owners, were maintained, "The challenge for us as the company has grown is to make a big company still feel small" (Pri-NR). His long-term approach was demonstrated when he talked about what had been changing over the past decade and how they needed to adapt, "We're in a digital world and we have to change; we have to adapt. Employees want different things today....The skillsets we need in our mills are completely different" (Pri-NR). I understood that he was competent when he relayed his education and experience, "I came up through the pulp and paper side.... I'm a CA....I was in sales for 20 years, travelled around the world" (Pri-NR). Excellence in terms of how the company dealt with people was inherent in this response, "It's the most important thing to me that when I retire, every employee feels more important a year from now than they do today. If we do that well, our employees will be engaged, and the company will be better off." Excellence in how well he ran the company came through with this comment on hard economic times, "We went through a major economic and housing crisis in our industry and our company emerged financially stronger than we went into it" (Pri-NR). Finally, his approach to competition was expressed through the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

way he valued employee engagement—seeing it as working together to ensure employees were fully engaged in their jobs and achieving higher performance for the company at the same time, “We could operate 2-3% better than our competitors. On \$4 billion in sales that’s over a \$100 million a year and that’s 20% of our average profit or more” (Pri-NR). His comments echoed an instrumental approach, yet his respect for employees and the time he committed to them communicated a perspective that was more evolved than the classic means-to-an-end approach. This CEO also showed he was prepared to cooperate with various stakeholders and the competition for a greater purpose, “We want to drive forestry policy in British Columbia and Alberta and we want forestry policy to be important to our governments. How do you do that? You create a strong association with companies” (Pri-NR).

The first senior consultant was a forward thinker and believed in a long-term approach to management. His comments were direct in that he disapproved of the short-term approach that is prevalent in business, “The financial crisis of 2007-2008 is an example of short-term thinking, self-interest, ego, leading to the ultimate demise of many organizations or a massive impact on the personal wealth of many of our citizens” (Pri-CS-1). Thinking ahead, he posed the question about whether leaders are incenting the right behaviors in their employees to create a better workplace, “All that causes people to pause and say, are we incenting the right behaviors, are we leading organizations in a way that truly drives us to a better place” (Pri-CS-1). Competitiveness and cooperation were evident in an astute strategy that required the company to take a different, more cooperative approach to how their employees worked, which ultimately put them in a more competitive position compared with other companies:

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

We've deliberately chosen to include *personal* as well as *professional* because you bring your whole self to work...We're going to win from that. We'll create a different experience than someone who says to keep your professional work and your personal life separate. (Pri-CS-1)

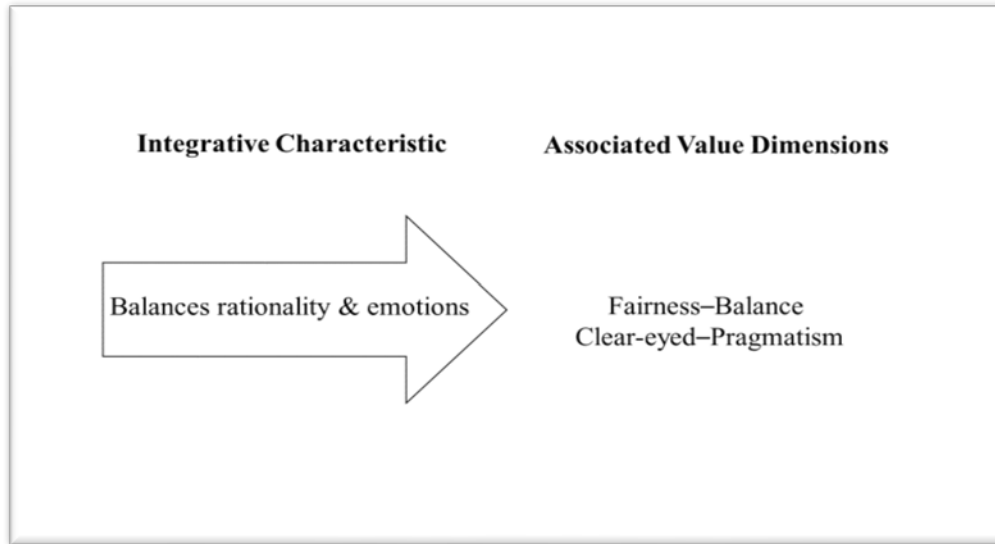
Finally, cooperation and long-termism showed up together when he indicated his preference to recommend a competitor when it was clear someone else could do a better job for a client, "When our clients ask us to do something that's not in our...capability...tell them so and recommend someone else. It may be a bad decision in the short-term, but it will be the absolutely right, long-term decision" (Pri-CS-1).

The second senior consultant was also a forward thinker with a long-term perspective on business management. His comment about a new performance system that they saw as more effective showed the forward-thinking-long-termism dimension as well as competence and excellence, "We are introducing a new performance management system which involves pulse surveys done by the individual team leaders working with their teams....It doesn't seem like a major shift except it actually is...if you...make it programmatic" (Pri-CS-2). I noted competence when he discussed the relevance of digital technology to his firm: "One of the major shifts happening...is around the idea of digital. Pretty much every government or community organization is wrestling with: What does digital mean to me? and What investments do I need to make?" (Pri-CS-2).

Excellence came through when he noted that a team had created a Digital Academy to teach and train people around digital technology and a competitive approach was evident when he shared that the company had sold the digital concept, "Now we've turned around and sold [the digital idea] and we're rolling it out to a number of our

clients.” I saw a cooperative approach to competition when he spoke about the downturn in the oil and gas sector and how his consulting company responded to that challenge, “[It’s about] continuing to show up...offering help and advice and engaging with them whether there’s a paid engagement or not” (Pri-CS-2).

Figure 4. Value Dimensions for Balancing Rationality and Emotions



Balances rationality and emotion. The two value dimensions aligned with this integrative behavioral characteristic are: fairness–balance and clear-eyed–pragmatism. Beginning with the transportation representative, she clearly presented as fair and balanced with this comment, “You owe [employees] transparent communication, conversations, frank discussions when things are not going well, and you need to recognize when they do good work and reward them for that. You need to be fair” (Pri-Tran-1). A further demonstration of her ability to balance rationality and emotion came through with the following statement, “Engaged employees understand and buy into the company’s mission and objectives and wish to work cooperatively with management to achieve those objectives. There has to be something in it for the employee to be engaged” (Pri-Tran-1). In terms of being clear-eyed–pragmatic, I saw examples of this dimension

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

throughout the interview and this quotation attests to that value dimension, “We listen to [employees’] feedback. They are involved. We recognize that if something is not working for them, it’s not going to work for the company either” (Pri-Tran-1).

The leader representing the natural resources sector showed fairness and balance when he spoke about his commitment to and expectations for engagement, “The most important thing to me is that every employee feels more important a year from now than they do today. If we do that well, our employees will be engaged, and the company will be better off” (Pri-NR). The following comment was previously used to show empathy, yet also demonstrates fairness in how he said he would address a breach of trust. In this interpretation, I have included more of his response to demonstrate the fairness–balance dimension. Essentially, he shows he was more inclined to consider each situation separately rather than use a standardized method, which led to a more balanced solution:

If we can’t get [trust] back, [the manager/employee] may have to leave. But if you’ve built up that relationship over the years...we’re all entitled to make mistakes...I’m talking about a serious breach. How we deal with adversity further impacts trust. There are things that can happen in life so it’s how we deal with it. (Pri-NR)

In terms of being clear-eyed and pragmatic, this leader was an excellent example of such a value dimension, “I believe the company has to get paid for engagement and where leaders fall down in a highly engaged company, or a company that thinks it’s engaged, is when they don’t set the expectations high enough” (Pri-NR).

The first senior consultant showed fairness and balance when he described the organizational culture and how they operated, “When we were designing our new

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

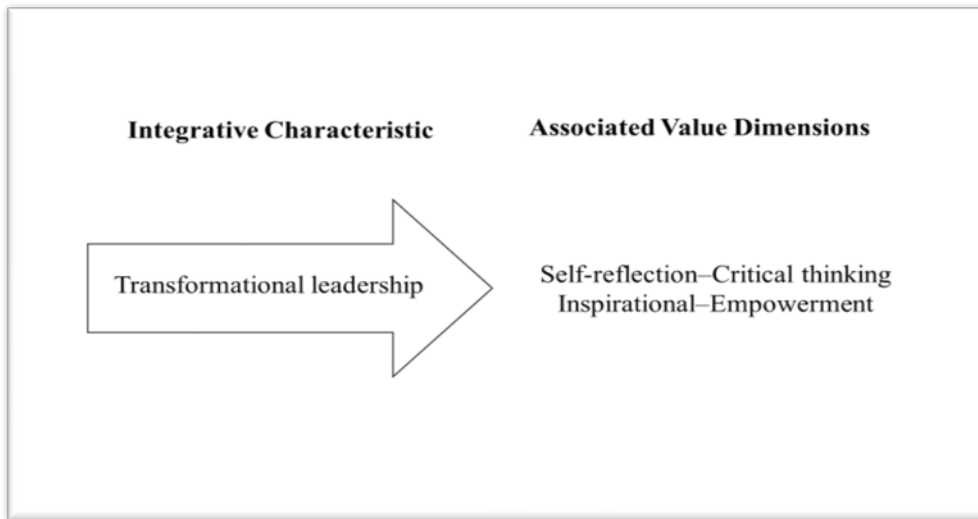
performance management system we had surveys done with our staff....The decisions at the end of the day live with the partners... but input is sought fairly frequently” (Pri-CS-1). Being clear-eyed and pragmatic about the concept of social responsibility and how to sustain it as a program came through in the following comment, “You can’t just talk about [social responsibility] and hope. If it’s important you have to have some discipline and get programmatic about it....Ideally, you make it part of the culture of the organization” (Pri-CS-2).

The second senior consultant showed similarities with his colleague in being fair and balanced. He demonstrated this value dimension as well as some pragmatism with his comments about how to encourage social responsibility:

Ideally you make [social responsibility] part of the culture of the organization....But if the leaders aren’t using their leadership roles to demonstrate the same behaviors you are trying to instill, I think it means that the people at the grassroots don’t get the permission they need. (Pri-CS-2)

Being clear-eyed and pragmatic about social responsibility was important for this leader, “I don’t think there’s any question that anyone in business or government believes that only the finances matter. [However,] I think we’re kidding ourselves if we don’t believe that financial incentives are the primary driver” (Pri-CS-2).

Figure 5. Value Dimensions for Transformational Leadership



Transformational leadership. The two value dimensions I selected to support this integrative behavioral characteristic are: inspirational–empowerment and self-reflective–critical thinking. The transportation representative reflected a transformational form of leadership with her capacity to inspire and even empower employees and others to be socially responsible, “The work we do in the community with the foundation is important. We don’t look at putting our energies where we will get the greatest visibility; we look at putting our energies...where it will make the most difference” (Pri-Tran-1). She showed capacity to be self-reflective and to conduct a critical analysis of the company’s status when she summed up her thoughts at the end of the interview:

I think this company has the right values....Our platform of engaging employees is in the right direction. There is room for progress, for sure. Our employees are starting to trust us, but we are still very much under probation....it makes us work harder. (Pri-Tran-1)

The natural resources CEO showed that he had inspired trust and working together for a common goal, “There’s a high degree of trust in this organization....Our

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

job is to ensure that continues to get better as the company becomes bigger because if you have 8,000 people all pulling in the same direction, it's pretty powerful." His ability to be reflexive and think critically about the impact of too much celebration around public awards (like Canada's Top 100 Employers), "I think there's a downside to all this [celebrity] stuff in that people's egos get really big and they go from being great team players and leaders to letting it get into their heads. I'm always worried about that happening here, and I frankly don't want that to happen to me" (Pri-NR).

The first senior consultant demonstrated an inspirational way of leading and empowering others to be better leaders:

When I launched our revitalized leadership development...it was intended to start to change how we really think about leadership....What we did was...make it about three big stages: leading self first, leading others second, and leading the business third. (Pri-CS-1)

He was self-reflective when he talked rather passionately about social responsibility, and critically analyzed the approach employers need to take to improve social responsibility in their organizations, "One of the things that come to mind for me personally is that people need to think beyond their own performance and profit, pressures and motives, and in some cases, set aside ego (Pri-CS-1).

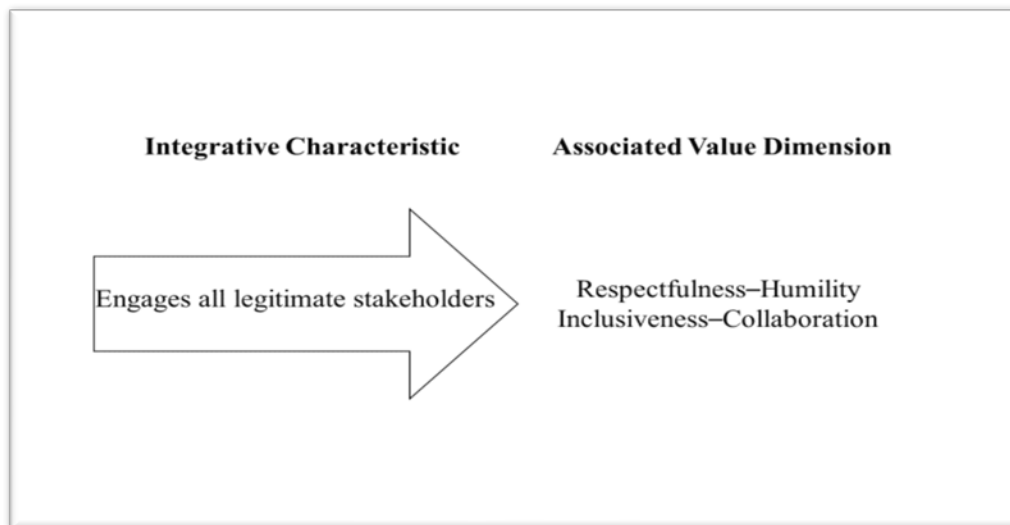
The second senior consultant also demonstrated self-reflective–critical thinking and inspirational–empowerment. I perceived an inspirational leader that was capable of transforming processes and people when he spoke of the response to the short-term thinking that helped cause the financial crisis of 2007-2008:

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

All that causes people to pause and ask if we are incenting the right behaviors and leading organizations in the way that truly drives us to a better place....incenting the right type of behavior that naturally lends itself to these kinds of natural CSR, not...mandated. (Pri-CS-2)

He was self-reflective about the volunteer work he did and understood how such exposure to adversity affected him and his work, “I went to a homeless shelter for late teens/early 20-year-olds....That’s an example of how we gain insight—through the exposure of what others are going through and why” (Pri-CS-2).

Figure 6. Value Dimensions for Engaging All Legitimate Stakeholders



Engages all legitimate stakeholders. The final behavioral characteristic for the integrative leader, that he engages all legitimate stakeholders, is supported by two value dimensions, respectful–humility and inclusiveness–collaboration. Starting with the transportation leader, she respected employees and knew she had to work to earn their respect, “I believe that everyone is worthy of personal respect and that you should treat employees with respect” (Pri-Tran-1). She gave trust and respect equal weight, demonstrating a humility in how each value must be earned, “Trust is like respect; it can’t

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

be ordered. It is very important, but you have to work at it” (Pri-Tran-1). Her capacity to be inclusive and to collaborate with all legitimate stakeholders was evident with the following comment, “Our shareholders are important as we are a publicly held company. The communities we serve are stakeholders....The government is a stakeholder. And a very important stakeholder is our customer. We also have suppliers and partners who are stakeholders” (Pri-Tran-1).

The natural resources representative spoke to the importance of respect and showed a convincing humility in how he expected to be treated, even as the CEO, “I don’t want to be treated any differently today than when I was 20 years old. I don’t feel any different and I have a view that people want to be treated with respect and that their values are important” (Pri-NR). He was collaborative, both with internal and external stakeholders, and both collaboration and inclusiveness were visible in his approach to stakeholder engagement, particularly in more recent years, “I hired someone to do government relations for us and...and instead of doing less I have to do more because he’s shown me how important it is” (Pri-NR).

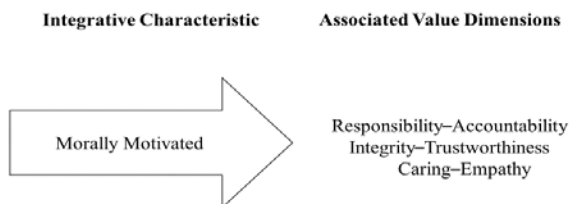
I observed respectfulness and humility in the first senior consultant when he said, “People want to hear things in person....When it comes to what really matters to me, I want to hear it from somebody who knows me and cares about me” (Pri-CS-1). He showed that he was inclusive in his approach to collaboration when he described his stakeholders, “The most important stakeholders are our clients....Other stakeholder engagement [includes] regulatory bodies or associations...[and] all the communities in which we live” (Pri-CS-1).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The second senior consultant reflected these values, as well. Respectfulness and humility were inherent in his comments about charity work that he did, “There are [activities] we do to engage with the community and I think my honest impression is that...I often reflect and think I might be learning and gaining more than what I’ve given” (Pri-CS-2). His capacity to be inclusive came through when he spoke about the senior leadership table, “Getting different people’s thoughts and ideas on the table is one way of getting much better diversity in our leadership ranks and is really critical. It is a strategic imperative” (Pri-CS-2). Collaboration was evident at the senior table and in his description of a partnership, “In a partnership I have many people around me I can rely on for input, but there are very few solutions that are all me....It’s about including other people’s opinions and drawing on the spirit of partnership” (Pri-CS-2).

Public-sector value dimensions. There were three leaders who represented the public sector in my study. The business areas were provincial health services, financial services, and human resources. Head offices were located in Vancouver and Montreal. Following are the accounts of each senior leader and the quotations from the interviews that demonstrate the value dimension associated with each of Pless et al.’s (2012) integrative characteristics.

Morally motivated. Beginning with the health services VP, she demonstrated responsibility and accountability when she spoke of stewardship, “We have an obligation



to steward the system. In the face of increasing demands, we have to find ways that produce the most effective services possible at the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

most reasonable costs” (PS-HltSvs). Integrity and trustworthiness were evident in her understanding of patients’ expectations, “I don’t think patients expect us to be perfect, but I do think they expect us to be honest and that’s what breeds trust” (PS-HltSvs). Caring and empathy were evident in her account of a new transgender program, “We were asked to develop and establish a new comprehensive model of care for transgender individuals....Our steering committee...had over 50 percent transgender individuals...to make sure their lived experience drove the creation of the model” (PS-HltSvs).

The financial services leader who was responsible for CSR showed responsibility–accountability with the following comments, “[Social responsibility] is our obligation to society to do that job in a way that builds public trust....It starts with accountability and transparency” (PS-Fin-CSR). When he described the organization’s purpose and B-Corp certification, a process that he led, I saw a concrete example of the organization’s high standards, integrity, and trustworthiness, “Consumers and citizens are increasingly sophisticated and....B-Corp certification ...is a demonstration of what we say we are.....proof that [we] are fulfilling [our] purpose” (PS-Fin-CSR). Caring and empathy were demonstrated by his understanding of the imperfections inherent in human oversight, “We are 2,000 humans. Where there are humans there are errors in oversight. But we’ve put in place systems, we have training, and we are as diligent as we can be” (PS-Fin-CSR).

The VP representing this company also displayed the value dimensions associated with a morally motivated integrative leader. She showed she was committed to responsibility and accountability when she said the following, “I feel blessed as the head of HR where the senior management team is so focused on what we can do to hear from

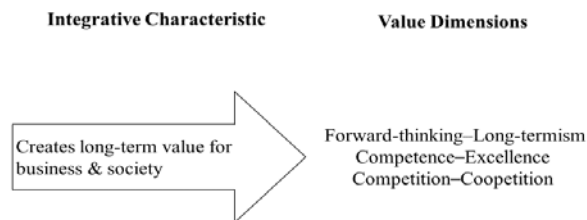
A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

employees, listen to their input, and consider what we can do in terms of acting” (PS-Fin-HR). She demonstrated integrity and trustworthiness when she spoke about having high standards for trust, “Trust is so important....It is fundamental to an organization and its employees to know that we have high standards when it comes to trust” (PS-Fin-HR). She cared about following through and understood how employees would feel if leadership were lax in this regard, “It’s one thing to measure, to listen, but if you’re not prepared to act, you very quickly lose your credibility as senior management” (PS-Fin-HR).

Creates long-term value for business and society. The health services leader demonstrated forward-thinking and a long-term perspective

when she spoke about the anticipated employment gap due to retiring baby boomers,

“We’re probably going to have quite an employment gap. We have to try to find ways to keep the people that we manage to hire truly interested and contributing in the work environment” (PS-HltSvs). I observed competence that seemed destined for excellence as she described how she needed to be creative within the constraints of government systems and regulations, “One of the things we’re looking at here is how to change things within certain hard constraints...There are some hard and fast standards and guidelines we have to follow. But within that structure, we need to know the extent of creativity and flexibility we can offer people” (PS-HltSvs).



A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

While a publicly-based institution is not profit driven, there is nonetheless an increasing need to be competitive with the system in order to continue to serve the citizens at the same or better level of care with reduced budgets and/or increasing needs. In my experience with cost-cutting efforts and increasing demands within government, there is much competition with other departments to demonstrate that you need more funds than your colleagues in the next department. I saw a competitive spirit in her when she described the steps she took to overcome challenges within the public system, “In the face of increasing demands, we have to find ways that produce the most effective services possible at the most reasonable costs. One of the ways you do that is by making sure there’s no waste in the system.” Her tendency to cooperate with external partners and corporate agencies in the health care field to achieve a better overall health outcome for patients suggested she would implement cooperation to gain the best results, as in her external engagement process, “We have a number of agency-based, as well as corporately-based, patient experience councils....We also do a lot of external engagement with the regional authorities with whom we work in partnership” (PS-Hlt-Ser).

Representatives of the financial services area also demonstrated the value dimensions associated with creating long-term value for the firm and society. Beginning with the senior leader overseeing CSR, he was forward-thinking and focused on the long-term, “[This organization’s] strategic plan—we call it our corporate plan—is an annually updated five-year plan that is tabled and approved by parliament” (PS-Fin). He characterized the work he did with entrepreneurs across Canada as “farming, not hunting,” clearly indicating a long-term approach and one that benefited both the industry and Canadian society.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

I observed competence–excellence when he described the thoroughness that was required of the business, “The Auditor-General of Canada himself goes through our books every year. We comply with a host of laws and regulations and practices on public transparency” (PS-Fin).

The third value dimension, competition–coopetition, was visible in the way he prepared for job fairs and how well the organization performed compared with other companies, “HR tells us that at job fairs on campuses, about a third of would-be employees or potential recruits said they were there because of the B-Corp certification....In lots of sectors a great challenge is attracting customers to you” (PS-Fin). The number and diversity of external stakeholders he identified strongly suggested he worked with others in a cooperative type of competition that ensured the best result for the client and parliament, “There’s a big host of outside stakeholders, with a lot of expertise, who share our interest and purpose....There are also a lot of organizations...all across the country. And we [involve] every single one of them” (PS-CSR).

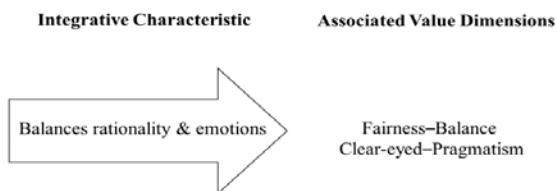
The VP of the same financial organization also created long-term value for the business and society. First, she was forward-thinking and had a long-term perspective in how she measured performance; at the same time, she showed competence–excellence in her management approach, through, “Turnover goes down, so your retention levels go up, and being able to attract quality talent improves over time” (PS-Fin-HR). Another comment further speaks to her long-term approach as how she strives for excellence through high client satisfaction, “We can see this very strong correlation between engagement, high client satisfaction, and results/organizational success. And what you have to be conscious of...is to understand that there is a lag” (PS-Fin-HR). The long-term

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

approach was further emphasized in the following comments, “There are real tangibles that you can see taking place. That’s why the investment of time and effort that senior leaders need to take with engagement can be so powerful, but it’s over the long term” (PS-Fin-HR).

I saw a competitive nature, ensuring she did the best for her clients and the company, yet her competitiveness was tempered by cooperation with partners and competitors based on her commitment to engagement and what it does for the organization’s brand, “Candidates today are extremely sophisticated, and they are making the purchase. You can be selling something good, but they don’t have to buy it because they’ve got many other options of employers to consider” (PS-Fin-HR). Given the good relationships this company sustained with external stakeholders and the stringent requirements for transparency and accountability through parliament, I contend that any competitiveness undertaken in recruiting the best employees would manifest as cooperation.

Balances rationality and emotions. Integrative leaders balance their decisions with an appropriate mix of rationality and emotion. The health sector leader showed



fairness and balance with her desire to have more effective engagement, “Invest in smaller scale, real engagement rather than larger scale, token engagement [surveys].

As much as they may be based in the literature, so much of the information is common sense that we wonder why it’s being measured” (PS-HltSvs).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

She was clear-eyed and pragmatic in how the organization was improving the decision-making process. In a highly subjective area like health care, seeking the more practical result while ensuring she remained true to the values of the organization and the health care system, was her goal, “In terms of decision making, we’re increasingly using Program Based Marginal Analysis. As an organization, we develop criteria that are values-based and that help us make decisions about program investment or disinvestment” (PS-Hlt-Ser).

The financial leaders also balanced rationality and emotion in their leadership. The CSR leader displayed fairness and balance when he described CSR, “At [this organization] we define [CSR] as our...purpose....And research is clear that after a certain salary, most professionals want purpose to everything they do....That’s why CSR is...a powerful driver.” (PS-Fin). He was clear-eyed about the pitfalls of senior leadership, providing pragmatic advice for leaders that seems to have worked for his organization, “The larger an organization gets, the more important it is for senior leaders to remain open and have a certain intellectual humility” (PS-Fin).

The VP representing the same organization demonstrated fairness and balance when she talked about the importance and fragility of trust, “We came to realize very quickly that trust was something you could lose very quickly, and it takes a long time to get it back. But it’s got to be a two-way street; you’ve got to show you trust in order to get trust back” (PS-Fin-HR).

She was both clear-eyed and pragmatic about values, considering the importance of both personal and organizational values, “I think when we’re hiring people we have to ensure there is an alignment of personal values and the values of the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

organization....You've got to ensure that you have that connection between your personal values and the values of the organization" (PS-Fin-HR). She demonstrated pragmatism again in the way she saw engagement as benefiting the employee and the organization, "Doing an engagement survey for as long as we have has given us the pulse of the organization....If you have latitude and if you have the ability to design things, you can use that pulse as a good barometer and guide to effect change" (PS-Fin-HR).

Transformational leadership. The health sector VP was self-reflective when she spoke about how her senior team

was working to understand trust:

If we say an organization has a

particular value, we have to

examine every decision we make,

every action we take, every behavior we exemplify, and make sure that it is actually

consistent with that value. That's how people trust you. (PS-HltSvs)

She critically analyzed leadership and the values that are important today, "Partnership, collaboration, and cross-functional work are much more the type of values and characteristics that are required to be successful today. I don't think it's going to be possible for one star to lead a company" (PS-HltSvs).

She demonstrated a leadership style that was inspirational and empowering when she spoke about the need to transform the current hierarchical structure of management today, "In a very networked, global economy and if you think about information flow, the whole old-fashioned notion of top-down hierarchy...is really dead" (PS-HltSvs). Her



A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

thoughts about transforming the workplace to support and empower younger workers were inspiring, as well,

“What [younger people] want in a job now is different....For them, value is making a real contribution....We have this cool opportunity...to create the best organizations ever...less rule-based, less overly structured, and less top-down” (PS-HltSvs).

The senior leader who oversaw CSR demonstrated self-reflection and critical thinking when he explained how social responsibility acts as a personal driver for professionals who want to do good, “Research is clear that after a certain salary, most professionals want purpose to everything they do....They want to know that how they spend their day is accomplishing something that is meaningful. That’s why CSR...is such a powerful driver” (PS-Fin-CSR). He was inspirational when he spoke about the power of an organized group of people working towards a common goal, “It can be difficult to engage a large employee body of 2,000 people, but when you have one clear, unifying purpose and an ensemble of sophisticated practices, you’ll do fine” (PS-Fin-CSR)

The VP for this financial organization came through as transformational, as well. She was self-reflective and critically thoughtful in her examination of trust and how her organization addressed trust:

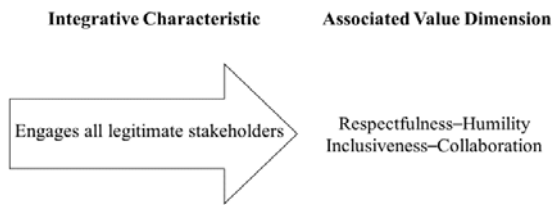
Trust is so important; if you don’t have it, things break down....It is so easy to lose it, and so hard to regain it. The only way you do that is by asking your employees if you have a trusting organization. (PS-Fin-HR)

She spoke as an inspirational leader who understood the nature of empowerment when she reminisced about working in a variety of global companies, yet maintained that the one-on-one interaction with employees was still the most powerful, “I’ve worked for

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

large, global organizations with 35,000 employees and in many countries....At the end of the day, it's the one-on-one connection that really is the most impactful for our people" (PS-Fin-HR).

Engages all legitimate stakeholders. I observed the health services VP's respect for employees and clients and sensed a humility in how she looked to them for answers



and suggestions to improve service,

"I really think that engagement of

the people we have working for us

...and the people who are using the

services are probably the people best

positioned to...tell us...what's working or not working" (PS-HltSvs). She was inclusive

in her approach to engagement, "We're trying to reach out in different ways....Twice a

year we bring 500 of our leaders to an all-day forum. We're using a lot of online

platforms....Our CEO has started to do bi-monthly town halls" (PS-HltSvs). She

collaborated with regional authorities and partners and, "We do a lot of external

engagement with the regional authorities who we work in partnership with." She also

saw collaboration as a necessary value for success, "Partnership, collaboration, and cross-

functional work is much more the type of values and characteristics that are required to

be successful today" (Pub-HltSvs).

The CSR senior leader was both respectful and humble in his description of the

company's responsibility to parliament, and therefore, all of Canada, "Through

parliament come the wishes and expectations of the entire population of Canada...The

difficulty might be too much information, but that's a great challenge" (PS-Fin-CSR). He

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

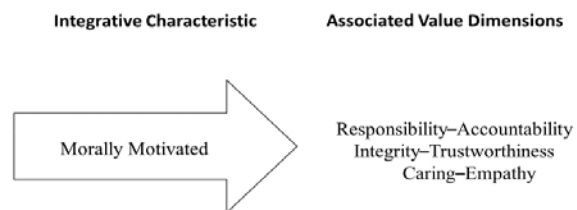
demonstrated inclusiveness and a collaborative approach when he relayed the types of engagement the firm undertook, “We regularly poll, survey, and talk with our clients. We are constantly drawing information with not just formalized surveys...but also the conversations with account managers across the country” (PS-Fin-CSR).

The VP for the same firm was respectful and humble in how she spoke about the changes they needed to make as senior leaders to improve engagement, “Much of the feedback we were getting at the beginning showed we didn’t have as engaged a workplace as we have today. There were aspects that we felt we needed to work on and to improve” (PS-Fin-HR). Her role in the organization was more focused on internal engagement, and this is where she showed the inclusiveness–collaboration value dimension, “For almost a decade we were doing [surveys] every year and we were finding we were on an engagement treadmill....So, we did a review, listened to employees, and....moved it to every two years” (PS-Fin-HR).

Not-for-profit sector value dimensions. The leaders who made up the not-for-profit sector in this study represented two cooperatives, a university, and an applied research organization. The cooperatives focused on financial services and recreational retail.

Morally motivated. Beginning with the CEO for the recreational retail co-op, he revealed the responsibility–accountability value dimension in his description of

sustainability and how it was followed within his organization, “This approach [to sustainability/social



A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

responsibility] is deeply embedded in the operational functions of the organization and into the day-to-day roles of the organization” (PS-Coop-Rtl). He showed integrity which suggested trustworthiness with his comments about his role in the organization, “I really believe that the organization takes on a tone from the top. I believe you have to mirror or model the behavior you want to see from your organization.” This integrity was reinforced when he described how the company managed the supply chain, “If you look at factories...we endeavor to ensure the dignity and fair treatment of the workers through our ethical sourcing programs” (PS-Coop-Rtl). Similarly, trustworthiness was reinforced with the following comment, “It all boils down to trust. If you don’t know what you’re doing, and you’re not trying to mitigate where your negative impacts are, you’re not going to be a highly trustworthy brand” (NFP-Coop-Rtl).

I sensed caring and empathy when he spoke about how he treated his employees, “We have to offer our staff opportunities to learn and grow....Not only do I believe people need to be learning and growing and having continuous experiences, but they also need clarity of purpose.” Empathy was evident when he described the issues involved in global supply chains and how he tried to be aware of the process, “The conditions of a woman working in her community in India is different to a migrant worker in China or an urban commuter in Canada....You need to know as much as possible about what is going on” (NFP-Coop-Rtl).

The VP of the second coop which focused on financial services for consumers was responsible and accountable through her values and the position she held within the company, “Very early in my career, I decided to identify my life’s mission....I decided to work to bring back the common good in corporations. Now I’m responsible for good

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

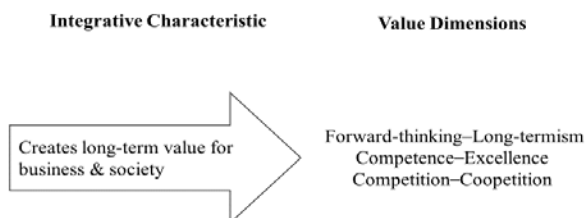
governance, ethics, sustainable development, and cooperation” (NFP-Coop-Fin). Her integrity came through when she relayed her description of engagement, “For me, engagement is a kind of promise that you give to someone—your people, your clients....When you promise something, you are ready to put all your energy into keeping that promise” (NFP-Coop-Fin). The caring and empathy value dimension was evident when she talked about the need for empathy, for managers and employees, “It’s very important when we hire managers and frontline employees that they have a sense of empathy; otherwise, it won’t work. Putting yourself in another’s place; this is something we need to value a lot more” (NFP-Coop-Fin).

The former Dean who had recently returned to teaching demonstrated responsibility and accountability when she spoke of the role academics play, “If you’re in the people service industry, as we are as educators—to be very people oriented and to treat others fairly—is really critical” (NFP-Acad). Her integrity and trustworthiness came through multiple times throughout the interview, and is best represented with the following comment, “At a university, you’re there to serve a numerous set of complex constituents....We’re educators. We’re setting people, hopefully, along a successful career path. If we’re not doing our jobs, we can have a huge negative impact on people” (NFP-Acad). Being caring and empathetic seemed to be a natural value for this leader; both are present in the following quotation, “If I’m asking people to be circumspect about managing the budget and I’m not circumspect about managing my own travel expenses, that breaks down trust....You don’t set one set of standards for yourself and another for your employees” (NFP-Acad).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The VP representing the applied research firm demonstrated responsibility and accountability through his comments about trust and how it is developed and sustained, “Trust is absolutely crucial....When you’re looking at CSR.... one of the things that needs to happen is to actively engage the community or the special groups in the area most affected by your decisions” (NFP-ApRes). Another example of responsibility and accountability internally was how he managed meetings with different professionals, “We put together an agenda....We talk...as a community of professional researchers. Whether you are a level eight new entry researcher or you’re a level four director you have the same voice at the meeting” (NFP-ApRes). His integrity and trustworthiness came through when he described how he treated staff, “The key is that I’ve made it clear I respect them as professionals. I treat them as I expect to be treated and as I expected to be treated when I was in their roles” (NFP-ApRes). Caring and having empathy were demonstrated when he spoke about leadership, an area in which he had a deep expertise, “Really good leaders are able to understand others, empathize, and keep an energy about their own direction that doesn’t mean they abandon themselves” (NFP-ApRes).

Creates long-term value for business and society. The CEO of the retail coop showed forward-thinking and an implied long-term approach, “It’s a big system. You need to know as much as possible about what is going on all the time....And if you try to just push on one part of it there can be unintended consequences” (NFP-Coop-Rtl). The depth of the following statement helped me to see that he was competent



A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

and would strive for excellence, “We work very hard to reduce the impact of the textiles, primarily through chemistry, so we endeavor to understand the inputs in our approach” (NFP-Coop-Rtl). While competition may not be the same or as intense in the not-for-profit sector as it is in the private sector, all leaders encounter some form of competition (Christ, Burritt, & Varsei, 2017; Frynas & Yamahaki, 2016; Porter & Kramer, 2011; Wang et al., 2016). In this organization, staying competitive with other companies involved in the same retail field, leading in specific areas of strength, and continuing to grow the business for the benefit of the owners was necessary, “If you want to improve the efficiency and impact of everything you do it has to be at the coal face. We’re very proud of what we do on this front....We’re definitely a leader in many of these things” (NFP-Coop-Rtl). Noteworthy was how this organization cooperated with others to achieve certain goals, like reducing environmental impacts, “We also collaborate very, very actively behind the scenes...a lot of what we get done is through collaborations....The more people, organizations, and money chasing a solution, the more likely it is to affect change” (NFP-Coop-Rtl).

The leader representing the financial coop showed forward-thinking and the long-term approach inherent in applying sustainable management, “When we talk about sustainable development...it’s not about treating the three values in a different way; we try to balance all three of them” (NFP-FinSvs). Being a pragmatic integrative leader is not easy, and one must be competent and strive for excellence when there are few resources and little support, as noted in the following comments, “It was very hard in the beginning...at that time I had no financial resources. I had to convince people because it was not a very popular topic. It took us 10 years to get to where we are right now” (NFP-

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Coop-Fin). While the business would need to be competitive with other financial institutions, this VP's role was to compete for social responsibility as a priority, which meant she had to work with others and convince her senior colleagues that being socially responsible was a worthy cause, "There are so many priorities. You have to educate senior management first....After that, the Board of Directors is very important" (NFP-Coop-Fin). Once she had a strong business case for social responsibility in the organization, she worked with external stakeholders and other agencies to further the impact of the approach, "We moved to the financial products. This...was the biggest challenge....We are able to take an engagement approach because now it is a global issue and many organizations are working on this" (NFP-Coop-Fin).

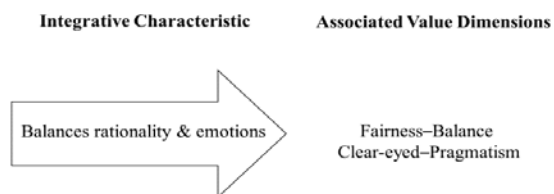
The academic representative showed forward-thinking and a long-term perspective in her role as educator, "At a university, you're there to serve a numerous set of complex constituents, but we're there to serve. We're educators. We're setting people, hopefully, along a successful career path. If we're not doing our jobs, we can have a huge negative impact on people" (NFP-Acad). I deducted that she was competent given her recent position as Dean, and that excellence was inherent when she relayed how she came to be at the current university, "I was headhunted by the [former] Dean of Business....I was the director of the Centre for CSR at the time" (NFP-Acad). Competitiveness was involved in her role as Dean:

You always want to have students with relevant education; you always have to do that test of the market place. In terms of budgets, if you don't engage with people in your community and nationally, you're not going to be able to raise enough funds to support your faculty. (NFP-Acad)

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The VP at the applied research organization worked with leaders across the country and internationally on leadership development and made some long-term projections about social responsibility, “We find that [CSR] is growing in importance. There’s a growing sense that corporations need to be engaged in the communities in which they operate.” I assumed he was competent, given his role as a VP in a large organization that was widely respected, “I’m one of four operational VPs....I have 18 or 19 executive networks in my division and I am connected to a lot of people” (NFP-ApRes). Like other non-profits, competitiveness is different from the private sector, yet still a necessity to be successful in a global marketplace. This company was getting out ahead of other similar organizations by doing something about an increase in interest in social responsibility and engagement throughout Canada and beyond, “We’re just in the process now of establishing a new institute. We’re seeing some forces at work here in Canada. There’s a growing sense that corporations need to be engaged in the communities in which they operate” (NFP-ApRes).

Balances rationality and emotion. The retail coop CEO was fair and balanced when he worked to ensure fairness through ethical sourcing programs, “If you look at factories, for example, we endeavor to ensure the dignity and fair treatment of the workers through our ethical sourcing programs” (NFP-Coop-Rtl). He was clear-eyed in his approach to stakeholders when I asked if the process got unwieldy at times, “No, as long as you are pragmatic about it and you understand exactly how stakeholders drive



A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

your business, it is not unwieldy. But you have to be clear-eyed about which stakeholders have the veto” (NFP-Coop-Rtl). His pragmatism was further demonstrated in a comment about the ambiguity involved in doing business today, “For leaders today you have to be able to live in a state of ambiguity. Because things are moving so fast and are so ambiguous, you have to be able to live in that state. Everything’s a paradox these days” (NFP-Coop-Rtl).

The VP of the financial coop was deeply involved in achieving balanced decisions, “When we talk about sustainable development, we are looking for the right balance. It’s not about treating the three values in a different way; we try to balance all three of them” (NFP-Coop-Fin). She was clear-eyed and pragmatic when describing how to operate successfully, “Today you have to make sure you really understand the needs of the individual and the community.... If you do this you will enhance client satisfaction, do well with stakeholders, and enhance trust” (NFP-Coop-Fin).

The former Dean showed fairness and balance when she explained transparency, “You’ve got to be transparent. People may not agree with the decision you make, but they should understand the process that you went through and the criteria that you used” (NFP-Acad). She was clear-eyed and pragmatic about how trust affected an organization, “There are very low levels of trust between upper management and the people at the operational level... and if they don’t trust you, they’re going to put road blocks up” (NFP-Acad).

I observed fairness and balance and being clear-eyed and pragmatic in the VP of the applied research firm, as well. Fairness and balance were present when he spoke of leadership, “I believe that leadership is an interesting combination of strong personal will

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

and drive and strong emotional intelligence (EQ)...It's the two elements together that are so much a part of the art of leadership" (NFP-ApRes). When he described a good leader, he was clear-eyed and pragmatic, "Really good leaders are able to understand each other, empathize, and keep an energy about their own direction that doesn't mean they abandon themselves" (NFP-ApRes).

Transformational leadership. The CEO of the retail coop demonstrated the self-reflective–critical thinking value dimension when he talked about a senior leader's self-awareness, "Know yourself...If

you're absolutely honest and self-aware, it is the best starting point" (NFP-Coop-Rtl). When

asked about the values needed for

today's leaders he demonstrated critical thinking, "I think the value that is so important in today's marketplace...is being very curious and very open-minded...I think that for leaders today you have to be able to live in a state of ambiguity" (NFP-Coop-Rtl). This

CEO showed that he was inspirational and empowering when he described his

commitment to employees, "Not only do I believe people need to be learning and

growing and having continuous experiences, they also need clarity of purpose—knowing why we do what we do...[being] part of team and striving to be successful" (NFP-Coop-

Rtl).

The VP from the financial coop was inspirational when she talked about cultivating trust, "You have to cultivate trust, and the way to cultivate trust is to be coherent with your core values and be transparent" (NFP-Coop-FinSvs). Reflecting on



A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

how she saw trust and what happens when we lose trust, she demonstrated self-reflection and pragmatism:

For me, trust is the first condition to achieve what you want to achieve. If you don't trust yourself or you don't trust others, it's not possible....If we don't have the trust of the people, our members, and the community, we're done. (NFP-Coop-Rtl)

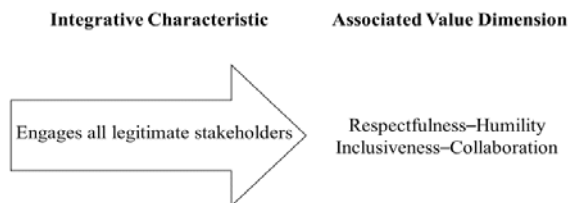
The former Dean showed that she was inspirational when she talked about the way her university implemented CSR, "We do a volunteer day every year where we go out and help an organization....Last year we did a lot of grounds cleaning....We do that kind of thing—not talk about it but live it" (NFP-Acad). She reflected on her commitment to CSR when she said, "[CSR] is extremely important to me; that's why I came to [this university]....[This university] had a mission to be a values-led faculty but didn't have somebody with a deep expertise" (NFP-Acad). Her capacity to be a critical thinker was evident in her comments about the importance of legitimate CSR programming, "If you talk CSR and you don't have good internal ethics and justice systems, then your employees become jaded...It's better to not say anything than to have...greenwashing programs because employees see through it and it breaks down trust" (NFP-Acad).

The VP from the applied research firm was inspirational when he talked about how he worked with the researchers and empowered them to communicate, "They set up as a group and created their own weekly, online newsletter....I had said to them, "Communicate. Let's open channels and engage people by whatever means we have." And then they went and did it" (NFP-ApRes). Pragmatism was evident in how he

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

described stakeholders, particularly the media, “We look at our stakeholders as both the general media...and increasingly, online specialty media....We focus on media as an influencer and a way to reach both decision-makers in government, business, and community, and the public” (NFP-ApRes). When asked if he believed engagement worked in his organization, he was self-reflective, not jumping immediately to a positive answer, but considering the question critically, “I get a sense that [engagement] works. The key is that I’ve made it clear that I respect them as professionals....I treat them as I expect to be treated....I think it does work” (NFP-ApRes).

Engages all legitimate stakeholders. The CEO of the retail coop showed respect and humility in how he listened to all stakeholders, even small minority groups, “Like



any organization, we have a small, very vocal minority that has very strong opinions on things. We listen to them, and we engage with them....We have to listen” (NFP-

Coop-Rtl). His humility came through when he noted that the vocal minority groups could have a valid contribution, “Sometimes they have valid points and sometimes their points are very subjective. We have to be able to look at all the information to make an informed decision” (NFP-Coop-Rtl). An extensive list of stakeholders was a clear indication of his commitment to inclusiveness, “We look at a very wide stakeholder group....As long as you are pragmatic about it and you understand exactly how stakeholders drive your business, it is not unwieldy” (NFP-Coop-Rtl). Collaborating was important to him, particularly as a means to extend the company’s reach and impact, “We

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

also collaborate very, very actively behind the scenes....The more people, organizations, and money chasing a solution, the more likely it is to affect change” (NFP-Coop-Rtl).

The VP of the financial services coop was respectful of stakeholders, “For me, engagement is a kind of promise that you give to someone—your people, your clients....When you promise something, you put all your energy into keeping that promise” (NFP-Coop-FinSvs). She did not assume that she knew the priorities, electing a humbler approach—asking stakeholders, “We asked our members and clients to help us to prioritize our CSR priorities....We had 5,000 people answer the questionnaire and the results...indicated we were on the right path” (NFP-Coop-FinSvs). Being inclusive and engaging all legitimate stakeholders was inherent in the principles the company followed for CSR, “We have a nonfinancial report and we use the Global Reporting Initiative (GRI), level 4. That version of the GRI requires us to consult our stakeholders” (NFP-Coop-FinSvs). Collaboration was important and practical for the organization, particularly when implementing new policies and practices, “[This organization] is not the biggest asset manager, so it has been important to work with others to share the responsibility” (NFP-Coop-FinSvs).

Being respectful seemed to come naturally to the former Dean, “This kind of agenda—to be very people oriented and to treat others fairly—is really critical....Employees have to be treated well or they’re not going to treat others well” (NFP-Acad). Her humility was evident when she noted that trust underpinned everything in an organization, and it was not something she could do alone, “I don’t think you can have anything else in an organization if people don’t trust you, particularly in a university environment” (NFP-Acad). Based on the list of stakeholders and the different methods

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

employed to reach each group, inclusiveness was a clear value for the Dean, “We have a standard set of stakeholders, and then there are others we consider because of their influence on our decisions or vice versa” (NFP-Acad). Collaboration was inherent in the way the Dean described stakeholder engagement and its impact on decision-making, but she did not use the term specifically, “We always listen to our stakeholders, so they would always have input into the decision....[For example] the internal stakeholders, like faculty, have a huge impact on the decisions and what you will and will not do” (NFP-Acad).

The VP representing the applied research firm showed both respect and humility when he talked about how he worked with the various researchers, “We put together an agenda, and they add to it. We talk about it as a community of professional researchers” (NFP-ApRes). A hierarchical organization can work against humility, but this was not the case here, “Whether you are a level 8 new entry researcher or a level four director, you have the same voice at the meeting. It’s not a hierarchical situation where the directors speak, and the others listen. It’s open to everybody” (NFP-ApRes). He presented an inclusive list of stakeholders, noting the process for identifying the key ones, “As a national organization we go through a variety of analyses. We do a traditional SWOT analysis, but we go further than that because as a national organization we spend a considerable amount of time thinking about who those stakeholders are” (NFP-ApRes). Collaborations and partnerships were regular occurrences that are naturally developed from established networks, “We just had our annual CSR summit in Toronto....We had some very interesting people....Sweden has a global CSR ambassador. She was there and, as promised, I’m bringing an [educational] tour over that way” (NFP-ApRes).

Supporting Analysis: Theory and Practice in Canadian Firms

Understanding the role of responsible leaders through their personal values addressed the primary assumption of my research, that senior leaders defined social responsibility for their organizations through values-based decisions. It is also important to present the relevant findings around the theoretical relationships that were foundational to this study. Two additional objectives addressed my secondary assumptions, one around the role of stakeholder engagement as a catalyst for effective CSR, and another that proposed that engaging stakeholders led to greater trust and an enhanced presence of social responsibility in the organization. The fact that stakeholder engagement increased organizational performance, in general, had been demonstrated in previous research (Doh & Quigley, 2014; O’Riordan & Fairbrass, 2014; Witt & Stahl, 2016).

Stakeholder engagement in Canadian firms. Many of the leaders spoke in-depth on the importance of engagement, particularly employee engagement. They knew that engaging external stakeholders was very important, yet the process and the expectations were different. Leaders saw external engagement as more of a necessity to manage reputation and risk while employee engagement was an investment in the organization that could lead to increased revenues and improved performance. They understood, yet not as clearly, how engaged employees helped to enhance social responsibility. Finally, they were aware that engagement, in general, affords a company more exposure to stakeholders and their concerns, which can help the organization to take a more responsible path (Michailides & Lipsett, 2013; Mirvis, 2012).

Each sector shared an understanding of engagement that showed their commitment and expectations for the process. The private sector leader was clearly

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

committed to engagement, “Engaged employees understand and buy into the company’s mission and objectives and wish to work cooperatively with management to achieve those objectives” (Pri-Tran-1). Similarly, the public-sector leader spoke about the improvements her organization had made to enhance engagement, “Our early survey showed that we had to be better leaders and that trust was something we had to work on....We knew we had to develop our leaders, so they understood the real profile of the leader at [this organization]” (Pub-Fin-HR). Finally, a not-for-profit representative indicated her internal stakeholders were very important to decision-making, “The internal stakeholders, like faculty, have a huge impact on the decisions and what we will and will not do, and how we craft a strategy” (NFP-Acad).

All leaders could identify their relevant stakeholders. They also detailed the different methods used to work with external stakeholders, including regular face-to-face meetings and reporting. Conducting external stakeholder engagement was typically considered a necessary and preventive process as described by the CEO of a large natural resources company, “Well, we do [external stakeholder engagement]. It’s not something I like to do. It’s something that is necessary to do, and we need to do it well” (Pri-NR).

The external engagement process was most rigorously defined by the private sector businesses. For example, the female transportation representative gave an overview of the different methods for each stakeholder group, “Engagement is different for each stakeholder. For the customer we have a customer satisfaction survey...and a different survey for premium customers....Three or four individuals work with individual partners....Shareholders are dealt with at the senior level” (Pri-Tran-1).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

For the cooperatives, the government-based organizations, and the research organizations, working with external stakeholders was more of an extension of the internal engagement process. However, leaders still approached external stakeholders according to the salience of each group, with salience being a function of how relevant and powerful each stakeholder group was considered by the organization (Hall, et al., 2015). For example, the CEO of the retail co-op indicated, “We have a whole bunch of stakeholders but our biggest stakeholder...is our membership who are our owners, who are our customers” (NFP-Coop-Rtl).

The academic representative indicated that external engagement varied with the issue or initiative. The institution could have a very collaborative relationship or an antagonistic one depending on the issue. The former Dean shared her sense that external stakeholders were less pre-defined, “I think a lot of stakeholder engagement is issue driven. For example, when we had [a particular] issue, who knew that a lot of people who were my stakeholders were going to be very affected and angry about that” (NFP-Acad).

Different approaches to stakeholder engagement. Companies are changing the way they conduct engagement. All private and public-sector firms were either already implementing a different method or considering changing their current general survey approach. They spoke of issues with the frequency of the survey, the lack of depth the survey provided, and little time to achieve any changes between surveys. If they were considering keeping the engagement survey, they were planning to issue it on a biannual or more infrequent basis. All leaders were trying different approaches, adding more one-on-one experiences for employees and other personal methods, “We are sitting here in

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

our new building, *Workplace of the Future*....This space was basically designed with a significant amount of influence by [employees]” (Pri-CS-2).

Several firms in the private and public sectors were adding initiatives that involved an in-depth examination of engagement processes, best practices, and leadership. Beginning with the private sector, one of the senior leaders in the consulting area spoke of his new leadership development program, “Leadership development should really come from three big stages: leading self should be first, leading others should be second, and leading the business should be third” (Pri-CS-1). The public-sector leader talked about a similar approach to improving leadership and engagement, “Our early survey showed that we had to be better leaders and that trust was something we had to work on” (Pub-Fin-HR). The health services VP was interested in reaching out to various stakeholder groups with an emphasis on executive training, “Twice a year we bring 500 of our leaders to an all-day forum....We’re starting a new executive strategy...where executives will be spending full days in greens working with frontline staff” (Pub-HltSvs).

Confirmed link: stakeholder engagement and better performance. This study confirmed that engaging stakeholders enhances social responsibility (Doh & Quigley, 2014; O’Riordan & Fairbrass, 2014; Witt & Stahl, 2016). The leaders in this study were also interested in financial gains, better recruitment, and reputation management because by effectively working with external stakeholders, the organization builds relationships and social capital that lessens stakeholder risk and enhances the firm’s reputation (Michailides & Lipsett, 2013; Mirvis, 2012). The leaders’ focus on employees was a wise decision, as well, since employees can be influential. In fact, some research shows they

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

may be the biggest sales people (or detractors) of the company (Edelman, 2017; McClure & Parkinson, 2016).

Canadian leaders were stakeholder engagement enthusiasts and understood and applied the stakeholder engagement–performance link, investing in and committing to stakeholder engagement to increase organizational performance. Witt and Stahl (2016) saw leaders as the connective tissue between stakeholder engagement, social responsibility, and organizational performance. Indeed, all the leaders in my sample were very aware that stakeholder engagement is a powerful and lucrative stimulant for enhanced firm performance. All were actively involved in engagement strategies and many were developing the appropriate leadership competencies to support engagement.

For example, the VP of the applied research organization was emphatic about the importance and utility of engagement, “I would say that most leaders today recognize it is crucially important because if you don’t have engagement, you limit your capacity to achieve high performance” (NFP-App Res). Leaders from other sectors also demonstrated their awareness of the value of engagement. A private sector leader had this to say, “It makes a huge difference when you get [stakeholders] on board. When they understand what the issue is and how you can work together to make things better, it’s huge” (Pri-Tran-1). One of the female public-sector leaders articulated how engagement worked for the employee and for business, “We can see this very strong correlation between engagement, high client satisfaction, and results/ organizational success” (PS-Fin-HR).

Social responsibility in Canadian firms. All leaders were clear that they needed to either make a profit or sustain the organization according to the business model. At the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

same time, none saw social responsibility as being outside of the core business. Indeed, many leaders considered social responsibility an integral part of the business model. For example, the CEO of the natural resources firm saw sustainability as built into the industry practices for his organization, “People have different interests that become values. For example, sustainability. When you look at sustainability, we’ve always had a sustainable industry....We reuse and let trees grow back....We produce bioenergy, biofuels” (Pri-NR).

Other sector representatives provided similar examples of their embedded social responsibility policies and practices. In some cases, the firms had socially responsible mandates, as noted by a not-for-profit leader, “I would say it’s because social responsibility is at the core of our mission. We are a cooperative, so our mission is not to maximize profits, but to be at the service of individuals and communities” (NFP-Coop-Fin). A similar statement was made by a public-sector leader, “Our purpose is to support entrepreneurs. Our social responsibility is not a social cause of our choosing; it’s our obligation to society to do that job in a way that builds public trust” (Pub-Fin-CSR).

Others had made conscious choices to be socially responsible, as noted in the following response by the CEO of the retail coop, “While we are not in the business of sustainability, we endeavor to run our business in a sustainable way” (NFP-Rtl-Coop).

Confirmed, yet inconsistent link: CSR and stakeholder engagement. The senior leaders in my sample represented some of the most successful companies in Canada. Because of their status as top employers, I expected leaders to be aware of how the two constructs were associated, and I predicted they would be actively implementing this link. I saw evidence with some leaders, but the link was generally inconsistent. For example,

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

one leader understood the two constructs were related, but not in the sense that stakeholder engagement improved CSR; instead, he saw the benefits separately. In his organization, having a strong CSR presence helped with young recruits, “Our colleagues at HR tell us that at job fairs on campuses, about a third of would-be employees or potential recruits said they were interested because we’re a B-Corp” (Pub-Fin-CSR).

For another leader in the not-for-profit sector, being socially responsible was embedded in the culture and operations of the organization. Employees were engaged in the entire process of ensuring a sustainable operation. He seemed to understand intuitively that the two phenomena were linked when he said, “We don’t have a sustainability team. The same person/department responsible for the cost, quality, delivery, and aesthetic of the fabric is...looking at the footprint of the product....It’s completely internalized into the operations” (NFP-Rtl-Coop).

Several leaders did articulate how they implemented the stakeholder engagement–CSR link in their organizations. Three leaders, two in the not-for-profit sector and one in the private sector, were aware of how engagement informed and improved social responsibility activities, leading to a more socially responsible organization. The first not-for-profit leader talked about how engagement helped with her social responsibility programs, “We started with those processes [various social responsibility programs] and then moved to the financial products....Today we are able to take an engagement approach because now it is a global issue and many organizations are working on this” (NFP-Coop-Fin). The second made the link as a function of her role in the academia, “[Social responsibility and engagement] are very tightly tied. And particularly if you’re in the people service industry, as we are as educators. This kind of agenda—to be very

people oriented and to treat others fairly—is really critical” (NFP-Acad). The private sector CEO relayed how he came to understand the importance of the link, “We got beat up for 25 years and I wasn’t sure why, and then I understood: First we needed to get better [at communicating sustainable practices], and we also needed to engage with the public” (Pri-NR).

Engagement, in a variety of formats, had worked positively for these pragmatic integrative leaders and they believed in it. Several leaders also believed that many of the positive results achieved through social responsibility strategies were the result of employee trust and involvement. Because employees took pride in the programs, they tended to act as brand ambassadors for the organization (McClure & Parkinson, 2016; Mirvis, 2012). The leaders’ sentiments are supported by research, as employee advocacy has become a phenomenon that companies are noticing, given the legitimacy afforded employees when they speak of their employer (Edelman, 2017; McClure & Parkinson, 2016).

With more information about the predictive power of engagement in enhancing social responsibility, these leaders may be able to increase some efficiencies and achieve even better performance in the longer-term. The potential for enhanced social and economic performance by providing practitioners with better information and strategies for engagement will be addressed in the final chapter.

Confirmed, yet weaker link: CSR and performance. My study confirmed the positive, yet inconsistent link between CSR and a company’s financial performance (Boulouta & Pitelis, 2014; Frynas & Yamahaki, 2015; Kang et al., 2016). The weak link may not be an issue because in the past 10 years, scholars have moved beyond the CSR–

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

financial performance deliberations to more broadly defined outcomes. The change may suggest a maturing of the CSR field. For example, performance measures now include more non-financial, social, and organizational outcomes (Carroll, 2015; Frynas & Yamahaki, 2015). Senior leaders, too, have become less interested in a precise financial relationship and more open to analyses that support the implementation of CSR (Carroll, 2015). The more recent studies tend to focus on enhancing legitimacy and reputation, reducing costs and risks, building or strengthening competitive advantage, enhancing employee engagement, improving relationships, and creating shared value.

Canadian leaders did not show the same level of enthusiasm for CSR and performance as they did for stakeholder engagement and performance. While I detected a level of awareness about the CSR–performance link, it was weak and inconsistently applied. Nonetheless, most leaders articulated their support for CSR and discussed how they implemented it in their companies. For example, one private sector leader was clear about the need to include social responsibility in the organization’s business strategy, “I don’t think you can be a successful company today...and ignore your responsibility towards sustainability” (Pri-Tran-1).

Another private sector leader indicated how his company was integrating social responsibility into the performance management system, “From the perspective of performance management, we want to make sure we’re incenting the right type of behavior that lends itself to natural CSR, so it doesn’t have to be mandated” (Pri-CS-1).

Unlike the stakeholder engagement–performance connection, several leaders in the public and not-for-profit sectors did not talk about social responsibility as a way to directly achieve better performance. For these pragmatic integrative leaders, CSR was

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

simply the right thing to do—for their organizations, their stakeholders, and their own peace of mind. Perhaps they also saw the inclusion of CSR as a way to differentiate their organization’s brand from those who ignored social responsibility. A public-sector leader said, “Our social responsibility is not a social cause of our choosing; it’s our obligation to society to do that job in a way that builds public trust” (Pub-Fin-CSR). In a similar way, the CEO of the retail coop was committed to a sustainable business model, “While we are not in the business of sustainability, we endeavor to run our business in a sustainable way. As such this approach is deeply embedded into the operational functions of the organization” (NFP-Coop-Rtl).

Confirmed link: trust and performance. How a business operates relative to the expectations of society determines the level of trust the public has in that business (PricewaterhouseCoopers, 2016). Mostovicz et al. (2011) referred to trust as one of the four key issues faced by leaders, along with ethics, leadership, and personal responsibility. Trust played a substantial role in this study as both an enabler and an expected result of effective CSR strategies in Canadian businesses.

For at least the past 10 years, the public has been demanding more from business—more responsibility, greater transparency, and trustworthy senior leaders (Lauesen, 2013; O’Riordan & Fairbrass, 2014; Veríssimo & Lacerda, 2015). Indeed, changing societal expectations and low levels of stakeholder trust have become a serious concern for many leaders (Edelman, 2017; Fifka & Berg, 2013; PricewaterhouseCoopers, 2016).

Trust is inextricably linked to CSR, stakeholder engagement, and sustained firm performance (Lauesen, 2013; Mostovicz et al., 2011; Veríssimo & Lacerda, 2015).

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Canadian senior leaders voiced no opposing opinions to this relationship and treated trust as a vital part of all that they did. A public-sector leader summed it up, “Trust is so important; if you don’t have it, things break down. It is fundamental to an organization” (Pub-Fin-HR).

Various senior leaders talked about how they cared that employees trusted them and the organization. A common theme was that they were committed to treating employees with respect, and they wanted employees to treat others respectfully. This compassion for employees was different from how leaders described external stakeholders, who tended to be consulted because of their relevance and ability to affect the CEO or the organization. The following quotation reflects what these leaders understood about trust, “Trust is really important, but it needs to be earned. It is incremental, so you need to live up to your commitments and engage your stakeholders” (Pri-Tran-1).

Other senior leaders drew direct associations between employee engagement and trust. One leader witnessed serious consequences, including public strikes and other labor strife. This caused deep emotional wounds and led to a loss of trust, outcomes that were very challenging to reverse for this private sector leader, “Our employees are starting to trust us, but we [senior management] are still very much on probation. So, it is critical for us, and it makes us work harder” (Pri-Tran-1).

Summary and Transition

This chapter was a presentation of the relevant findings of my study. The most significant results were around the confirmation of the Canadian senior leaders as pragmatic integrative leaders, a modified version of the Integrator mindset developed by

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Pless et al. (2012). I detected an air of healthy competitiveness in the Canadian sample and this was a clear deviation from the Integrator. Having been derived from the Integrator, however, the pragmatic integrative leader remains a member of the integrative family and is solidly anchored in the responsible leadership model. I demonstrated sufficient alignment with the key characteristics of the Integrator which provided the foundation for a new set of value dimensions that should have considerable application for integrative leaders in general. Secondary results that confirmed or further informed the various theoretical relationships upon which the study was based added strength to the findings. How these findings align with the research question and what they may contribute to the social responsibility and leadership fields will be discussed in Chapter 5.

Chapter 5

Discussion

I conducted this study to explore an area of the research that is less examined—the personal values that influence leaders’ expression of social responsibility in their organizations (Eccles et al., 2014; Greenwood & Van Buren III, 2010). The literature generally highlights the social and environmental responsibility of organizations, not individual leaders (Aguinis & Glavas, 2012; Crane et al., 2008; Jones Christensen et al., 2014; Scherer & Palazzo, 2007; Waldman & Siegel, 2008). Focusing on senior leaders was my way of gaining insight into what some scholars have termed the black box of leadership and social responsibility (Aguinis & Glavas, 2012).

Some leaders have discovered how to be socially responsible and still ensure a highly competitive company. I focused on this type of leader, studying a group of senior leaders whose companies had achieved top employer status in the 2016 Top Employers in Canada competition. I was interested in the mindsets of these leaders and what motivated them to promote social responsibility in their organizations and in the community.

Addressing the Research Question

The research question for this study was focused on the identification of values that motivated a leader to be socially responsible. By focusing on the personal values of a particular type of responsible leader, the integrative leader, I gained a deeper understanding of how the leaders in my sample made decisions about social responsibility in their organizations. By applying the behavioral characteristics of Pless et al.’s (2012) Integrator to the leaders, I was able to formulate value dimensions for integrative leaders while drawing out a key difference in the leaders in my sample.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

The Canadian leaders demonstrated varying strengths of the characteristics of an Integrator, and in my estimation, earned the status of integrative but were not true Integrators (Pless et al., 2012). The difference in these leaders was a commitment to maintain the competitiveness of their organizations in what I believed to be a healthy, respectful manner. I captured this quality through the competitiveness–cooperation dimension which strengthened their capacity to add long-term value to a multitude of stakeholders, including their own shareholders/owners. However, because the leaders were a variation from Pless et al.'s (2012) Integrator ideal, I referred to them as pragmatic integrative leaders.

The leaders in this study believed their values made them who they were and sustained them when they had to make difficult decisions. I heard resounding agreement that values greatly influenced Canadian leaders' decisions and actions on a constant basis. I also understood that the leaders' values influenced how they engaged employees and other stakeholders.

The primary assumption of my research project was that while the CSR literature typically neglected senior leaders, they play a significant role in defining social responsibility for their firms. The leader's mindset and the values that motivated them to make particular types of decisions became the focal point of my research. To explore the values, I had to ensure my assumptions about the leaders' style aligned with leadership qualities and behaviors that were integrative.

Pless et al. (2012) described an integrative leader as one who is morally motivated, balances rationality and emotions, is transformational in her leadership style, all while engaging the legitimate stakeholders and creating value for the business and the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

community. Using that criteria, I confirmed that 11 out of 12 of the leaders were a modification of the ideal Integrator, yet sufficiently integrative to represent the integrative leadership category for the purposes of this study. I then undertook further analysis to respond to the research question—to understand the motivations of these leaders which involved determining the values that drove their decisions, a missing component of responsible leadership theory.

A second assumption was that stakeholder engagement would be practiced effectively in the organizations of these leaders. I confirmed that leaders both appreciated and practiced stakeholder engagement. They anticipated performance gains when their employees were highly engaged and worked to manage organizational risk and legitimacy by working with external stakeholders. However, the link between CSR and engagement was not a strong one. Instead, I understood social responsibility to be a separate, more personal pursuit of the leaders.

A third assumption was that effective stakeholder engagement would lead to greater trust and an enhanced presence of social responsibility in the organization, accompanied by a general increase in organizational performance. The leaders confirmed that interactions with legitimate stakeholders built trusted relationships that sustained the leader and the organization, especially in times when stakeholder support was needed. While not a direct link, it was clear that engaged employees and external stakeholders contributed to a culture of social responsibility.

Waldman et al. (2006) examined managers' decision-making and the cultural and leadership variables that predicted the CSR values of top management. While some progress has been made in the past number of years, the research that explains how

leaders make decisions that influence the firms they oversee has been slow to develop (Aguinas & Glavas, 2012; Doh & Quigley, 2014; Stahl & Sully de Luque, 2014; Witt & Stahl, 2016). I have attempted to bridge the research gap at least minimally with this study. Following are highlights of the areas that contribute something new or different to the literature.

The Integrative Leader and Social Responsibility—It's Personal

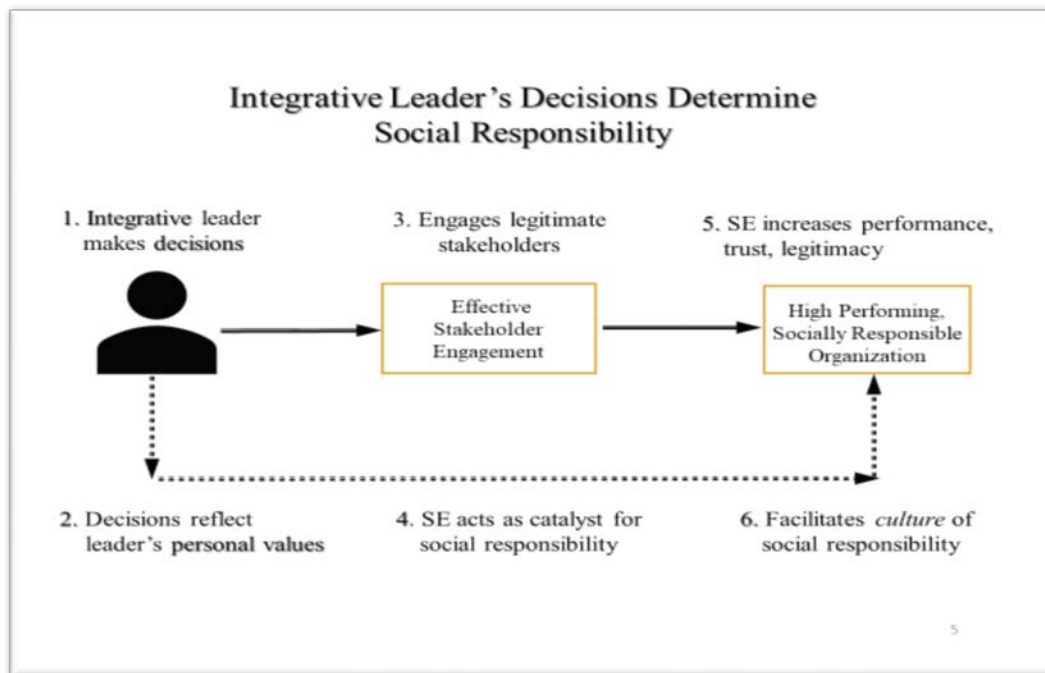
CSR continues to be a hit-and-miss result for society, in large part due to the motivations of the senior leaders (Doh & Quigley, 2014; Jones Christensen et al., 2014; Maak et al., 2016; Waldman & Balven, 2014; Walls & Berrone, 2015). The pragmatic integrative leaders in this study used their personal influence to encourage social responsibility throughout their organizations. In so doing, they were creating a culture of social responsibility that permeated the firm and extended to external stakeholders. Their commitment to stakeholder engagement kept them honest. These findings support the research that considers stakeholder engagement a catalyst for social responsibility (Ihugba & Osuji, 2011; O'Riordan & Fairbrass, 2014; Voegtlin, 2016).

Aligned with the recommendations made by Freeman et al. (2010), this approach puts the emphasis on stakeholder theory rather than CSR. Through their values-based decisions and actions, the leaders in my study demonstrated how the study objectives came together in practice. Figure 7 is a graphic representation of the relationships I observed between the Canadian leaders' values-based decisions, their practice of stakeholder engagement, and a commitment to social responsibility that manifested as a culture of social responsibility across the organization.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Researchers have begun to discuss the role of personal values in CSR decision-making and we are in the early stages of understanding how leaders can influence a better form of CSR (Hemingway & Maclagan, 2004; Kaldschmidt, 2011; Mostovicz, 2004). Based on this study, I suggest that making CSR a personal responsibility of the senior leaders is an effective way to enhance social responsibility. If that senior leader is an integrative type of leader she will be morally motivated to engage all legitimate stakeholders and embed social responsibility in the culture of the organization. A different leader may endorse social responsibility programs and strategies superficially but make little effort to embed responsible values in the culture of the organization or engage fairly or inclusively with external stakeholders.

Figure 7. The Integrative Leader, Values, and Social Responsibility



Understanding Stakeholder Engagement and CSR in Canadian Firms

Stakeholder engagement as social responsibility catalyst. The role and influence of stakeholder engagement in this study was substantial. The tangible rewards forthcoming from stakeholder engagement provided an incentive for the leaders to implement the process and gave them the flexibility to look for ways to create value for the community at the same time. The strong engagement-oriented environment seemed to mediate social and other organizational outcomes, as well.

Leaders worked comfortably with both CSR and stakeholder engagement, yet only some made a distinct link between stakeholder engagement and CSR and only when prompted by me. For example, when I asked whether stakeholders were involved in social responsibility decisions and strategies some could give examples of how engagement improved their organization's overall social performance, but most had partial or negative responses. My interpretation is that these leaders saw CSR and stakeholders as separate constructs that shared similar qualities. Stakeholder engagement was considered a tangible management tool; it was one that provided relatively quick, positive results and addressed the financial obligations of the firm while being personally acceptable given their integrative values. Conversely, they saw CSR as more intangible. What was clear, however, was that the firms were working with both constructs and incurring social benefits from engagement practices regardless of whether they saw a link or treated them as such.

Given what we know about stakeholder theory, I contend that the trusted relationships developed through engagement not only helped with reputation and risk management, they also enabled the respective company to be knowledgeable about the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

key issues in the community (Brummette & Zoch, 2015, Freeman et al., 2010; Suchman, 1995). Stakeholder input gathered on a regular basis and in an inclusive, trusting manner, would tend to migrate to internal discussions relating to organizational planning and decision-making. Because of these systematic efforts, social responsibility efforts were naturally more successful given that stakeholder information was regularly collected and could be integrated into policies and programs with relative ease. While these leaders were informed, others may not be. There is merit in providing firms with information about the many diverse benefits of engagement, as well as more focused examinations of engagement processes and practices, so firms can determine the best methods for them.

My research plan had included an objective to secure information and best practices from these leaders about how they used stakeholder engagement in their CSR strategies and policies. Many gave useful examples of external engagement strategies and processes, but they did not systematically link the two concepts. Instead, I was satisfied to observe that the leaders' commitment to stakeholder engagement itself was contributing to better social responsibility without a conscious effort on their part to do so. The effect of sound engagement practices provided the organizations with enough community information to keep them apprised of the key issues and needs of their stakeholders so that social responsibility was naturally built into the firm's decisions. Given that the research supports this finding, I am not concerned that I have not produced a standardized set of best practices as originally planned (Brummette & Zoch, 2014; Suchman, 1995).

Lingering issues with the practice of engagement. CSR is not the only phenomenon that has not always proven to be effective in practice (Shantz, 2017). While

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

employee engagement was highly regarded by the leaders in this study, it is subject to criticism on many fronts (Meyer, 2017; Saks, 2017). The negativity is connected to the poor showing of employee engagement statistics even after a decade of programming to increase it (Saks, 2017).

Internal engagement was well defined and carefully implemented by the Canadian leaders, yet the best methods seemed to be eluding them. The number of leaders who were changing their quantitative measurement surveys to more qualitative, on-time methods of assessing employee engagement was a testament to this situation. Also, there was wide variability in the approaches firms took to address their external stakeholders. Better research and even more practical training and development may help to reverse this trend.

More training and better ways to put research into practice are frequently worth considering; however, my study points to focusing attention on the senior leaders to improve engagement. They can influence other managers and supervisors to improve engagement efforts and model the values and behaviors that employees and external stakeholders expect when engagement is truly considered important to the organization. Working with senior leaders to identify the best practices for generating high levels of engagement is a direction I would like to see taken in the future.

CSR and performance—a personal commitment. Stakeholder engagement resonated far more than CSR with the leaders in my study. Indeed, many Canadian leaders expressed dislike for the CSR term, seeing it as judgmental and not a phrase supported widely by their colleagues in business. This may have been the result of terminology, as some leaders seemed to have different definitions of CSR. What I was

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

assured of, however, was that these leaders were not against the concept of social responsibility.

While the link between CSR and performance was rather weak, an ambiguous response to CSR is in keeping with the literature that states the CSR–performance relationship has been inconsistent at best (Aguinis & Glavas, 2012; Banerjee, 2014; Fleming et al., 2013; Fifka & Berg, 2013). I did not see this as a rejection of social responsibility. Instead, I came to understand that these senior leaders saw CSR as a value or principle that they had internalized and that they worked to embed in their organizations.

Scholars have examined CSR and stakeholder theory and have come up with some bold recommendations to address CSR’s lackluster reputation. For example, Freeman et al. (2010) have shared their preference for stakeholder theory over CSR. The authors made a case for replacing CSR, a flawed construct in their eyes, with stakeholder theory because the separation of key concepts, especially the business–society and business–ethics separations, made CSR impractical. A better approach to CSR, for these authors, was one in which the concepts of value creation, ethics and values, and business and society, were integrated, not separated. Essentially, the stakeholder approach addresses stakeholders’ concerns and fulfils the responsibility function.

We could infer that the Canadian leaders were already putting Freeman et al.’s (2010) recommendation into practice. Based on my discussions with leaders, I came to appreciate that they had a more internalized understanding of social responsibility and no specific adherence to a corporate program. Further research that seeks to understand responsibility as it is operationalized by leaders and organizations could lead to a more

streamlined approach to stakeholder theory and CSR, and better results for business and society.

Limitations of the Research

Before proceeding to draw conclusions or make recommendations, I must review the research project to ensure there is confidence in the findings. In doing so I will discuss and account for potential biases and any other weaknesses that may have affected the research. At the same time, I will note the work I have done to counter the issues that are either inherent in qualitative case study research or that may have occurred while implementing the approach.

Generalizability. As discussed in Chapter 4 and cautioned in my research proposal (MacNeil, 2015), there are limitations to what I can say about qualitative findings. I made various efforts to enhance the qualitative equivalents of validity and reliability throughout the process; however, even with these measures, qualitative studies are not typically generalizable to the population given small sample sizes and the uniqueness of the studies (Merriam & Tisdell, 2015; Yin, 2014). A curious person may ask why we would even conduct qualitative work given this limitation. Yin (2014) gave a convincing answer when he stated that the real value is in the hands of the experienced researcher or practitioner who reads the findings and understands how best to integrate them into her day-to-day work.

Issues are inherent in qualitative case studies as they are subject to researcher bias and the standard challenges around reliability and validity. However, these challenges do not negate the usefulness of this study. I interviewed some of the top employers in Canada and they participated fully, providing rich details and often adding information

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

after completing the interview. All of them met the study criteria and all knew the subject area very well. I believe my experience as a governmental senior leader helped to put the interviewees at ease and gave them a sense that I understood their roles and the challenges they faced.

Respondent bias. Factors related to respondents must be considered when the interview mode is chosen (Shuy, 2011). To make the interview experience the best it can be for both parties, the researcher must effectively manage scheduling, respondent confidentiality and privacy, any sensitivity to specific topics, and the need to empower the respondent (Oltmann, 2016). I gave the senior leaders a choice of dates and times and rescheduled whenever there was a conflict. Confidentiality was explained in the consent form that was sent as part of the initial request and I always reiterated the confidentiality clauses when we spoke. (See Appendix B for the information/consent form.)

Terrell and Rosenbusch (2012) noted that respondents could have memory or interpretation issues. Participants reported their experience and I relied on their level of self-awareness and their ability to verbally describe and share their perspectives on stakeholder engagement, social responsibility, and the values that today's global leaders should espouse. While there is a chance of problems related to participants' memory or interpretation, I believe the senior level of these respondents equipped them with the knowledge and experience and self-confidence to participate fully.

They could, however, have had different motives for talking positively about the themes in the interview, suggesting a form of acquiescence bias (Hurd, 1999). For example, they may have wanted to look good for this interview by enhancing the work they did with employees and external stakeholders or the values they recommended for

socially responsible senior leaders. Another possibility for the types of responses I received is that some may genuinely see themselves as more balanced and socially responsible than they truly are. Still others may aspire to an integrative leadership role, even though they perform as an instrumental leader more of the time.

I would counter these alternative explanations for the findings by reiterating that the interviewees were thoughtful, self-confident, and engaged. These senior leaders were not the type of respondents I could easily mislead or intimidate. I do not believe they had any reason to inflate their positions or points of view, given the confidentiality of the study and the candor they showed with responses. They were, in fact, an elite group of respondents.

An elite population. I chose a sample of leaders from an elite population of senior leaders of global corporations, as well as equally large public sector and not-for-profit organizations throughout Canada. Interviews vary widely, and in some situations, interviewees may be subject to power dynamics or emotional concerns (Edwards & Holland, 2013). The participants I interviewed were confident, self-aware, and articulate. None of the leaders indicated they felt any pressure or had concerns with the interview. They showed genuine interest in the subject area and considerable passion in their responses. For these reasons, I believe the power and emotion concerns that may affect qualitative interviews had no bearing on this study.

Telephone versus face-to-face interview modes. Another issue that may come into play with the research design is the use of telephone interviews for qualitative research. As recommended by Oltmann (2016), I considered the respondent as well as my needs when I chose the telephone interviews. Oltmann (2016) examined key components

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

in face-to-face (alleged to be the gold standard of interviewing methods) and telephone interviews and found that it is the context that matters most. The researcher must assess the situation and make a reflective decision on what interview mode is best for the respondent and the interviewer.

I desired a cross-section of leaders in Canada which would have meant excessive costs. As it turned out, when I asked the interviewees what mode they would prefer, even one who was in my neighborhood chose the telephone. The telephone was selected over a video-telephone Skype connection, as well. Senior leaders used the speaker phone and had a private office, a comfortable and familiar context for them. Based on a thoughtful evaluation of different modes, I selected telephone interviews as the most appropriate mode for this project, enabling me to develop a rich database of responses from across Canada.

Sample characteristics. One last factor that could affect the results is the characteristics of the sample. I followed my research protocol in which I had incorporated a clause allowing me to boost the sample with regional top employers to achieve a comfortable saturation. I added two leaders who were not on the Top 100 employer list, but who represented organizations that had applied, and did not win. While they were not listed as top 100 employers in 2016, they were given the status of top employer in their respective region of Canada. Both participants represented the not-for-profit sector and reflected the criteria required for participating in this study. The senior leaders' personal characteristics and values were also very similar to the top 100 leaders.

The three public sector leaders and the four not-for-profit leaders were different from the corporations that were profit-oriented. Still, there was a clear adherence to

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

budgets and accountability to government or a board. Indeed, two of the not-for-profit companies competed in the marketplace for clients and customers even though they typically reinvested revenues in the business to stay competitive.

Accuracy of the sample. My sample should reflect many of the characteristics and qualities of the CEOs and other senior leaders who were top employers in Canada in 2016. I added limitations to the original criteria set by the campaign evaluation team: Only CEOs or their immediate reports were eligible for an interview, large organizations of 500 employees or more were targeted, and the company had to have an accessible CSR/sustainability strategy. I was successful in obtaining a mix of sectors and genders and only one of the leaders was not compatible with the Integrator characteristics (Pless et al., 2012). Having a widely different mindset actually provided an unintended benefit: The instrumental leader became a useful comparator throughout the analysis process.

On the other hand, some companies that make the status of a top employer may not be genuine in their approach to the employer competition. While the rules are transparent, we cannot disregard the potential for misrepresentation on behalf of employers or the competition organizers. Some companies have been on the list for multiple years yet have been known to have issues around employee engagement and social irresponsibility. For example, even though the big banks are on the list, the media released information about alleged unethical sales practices and pressure on employees to meet unrealistic quotas at all five of the major banks across Canada (Johnson, 2017). Further, at least two companies in my sample have been subject to negative commentary in conventional and social media in the past year while I wrote these chapters.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

This is not a perfect science. I have meticulously applied the various methods and techniques to counter any inherent problems with the qualitative research approach. Based on the rigor I have applied and the relevance of the findings, I am prepared to make some projections about the potential implications of the study's findings for future research and practice.

Summary and Transition

This chapter highlighted the significant findings of my research. I presented the links between: pragmatic integrative leaders in my study and the newly constructed value dimensions, the leaders and their decisions to engage stakeholders, and stakeholder engagement and a culture of social responsibility within an organization. Since I have meticulously applied the various methods and techniques to counter any inherent problems with the qualitative approach taken for this study, I am prepared to make some projections about the potential implications of the study's findings for future research and practice.

Chapter 6

Implications and Recommendations

Since social responsibility policies and strategies require the support of senior leaders to be successful (Jones, 2015), the decisions and actions of leaders shape the firm's overall social responsibility character (Kaldschmidt, 2011; Maak et al., 2016; Wang et al., 2015). My research focused on the integrative responsible leader, an emerging leadership style that scholars have suggested is suitable for today's complex global marketplace (Maak et al., 2016). My study uncovered leaders with integrative characteristics who also used competitiveness, an instrumental characteristic, to manage effectively in the business world. I have identified value dimensions that provide the motivation for these leaders (Maak et al., 2016; Pless et al., 2012). The value dimensions are linked to the pragmatic integrative leaders in my study yet can be applied to integrative leaders as described in the literature because my leaders were derived from the ideal Integrator developed by Pless et al. (2012) and exhibit the essential qualities that differentiate them from a purely instrumental leader.

Responsible leaders invest in stakeholder engagement and create value that is beneficial to stakeholders and the firm. Rather than negotiating trade-offs, the leader works with stakeholders to create more value than what existed before the collaboration occurred. As a result, all parties do better than if they had acted individually. In other words, these leaders have determined how to increase the proverbial pie.

There is good reason for business people to implement engagement—done well, it has a direct and positive impact on organizational performance (Mihanovic, 2014). At the same time, and as demonstrated by this study, engagement facilitates a more effective

form of social responsibility that is based on sound stakeholder relationships and trust (O’Riordan & Fairbrass, 2014; Sinclair, 2010). The company and the community share in the benefits, the classic win-win situation (Banerjee, 2014; Eccles et al., 2014; Freeman et al., 2010; Neville et al., 2011; O’Riordan & Fairbrass, 2014; Pless et al., 2012).

Academic Significance of the Research

While researchers have studied the individual fields of leadership and CSR for decades, there is little known about the interface of leaders’ personal values and their decisions on social responsibility policies and programs (Cots, 2011; Pearce, Wassenaar, & Manz, 2014; Witt & Stahl, 2016). We know that values affect the attitudes, behaviors, and decision-making of leaders, but little research is available to describe just how values influence decisions (Burton & Goldsby, 2009; Jones, 2015). This study served to extend the research by detailing the value dimensions that come into play for integrative responsible leaders.

I based my study on various research findings that centered around the responsible leader and CSR, building on much needed micro-foundational CSR research and extending responsible leadership theory. I incorporated Witt and Stahl’s (2016) proposal that a leader’s responsibility orientation could be a proxy for CSR behavior. Pless et al.’s (2012) Integrator orientation was my starting point. Maak et al.’s (2016) continued development of the responsible leader orientation provided me with a broader description of the Integrator, the integrative responsible leader. By describing the leaders in my study as a type of integrative leader, a pragmatic integrative leader, I expanded the scope of the integrative category without defacing the Integrator ideal. Finally, by adding value dimensions, I have addressed some of the criticism around the lack of values

present in the responsible leader's profile (Voegtlin, 2016). At the same time, I have offered added value to responsible leadership theory and contributed more description and distinctiveness to integrative leadership models.

A multi-theoretical approach. Scholars have recommended more empirical studies to strengthen the theoretical constructs that link CSR, stakeholder theory, and responsible leadership theory, and to examine how the responsible leader presents in practice. I have heeded this call, integrating theories and literatures by combining the fields of responsible leadership and social responsibility. I have also focused my research on areas of the CSR literature less commonly studied to learn more about the role of individual leaders and the personal values that drive their decisions.

The many theories and approaches used to study CSR have prompted scholars to argue for more integrated approaches that facilitate a holistic perspective (Aguinas & Glavas, 2012; Doh & Quigley, 2014). I have applied two theories to explain the complexities of CSR, responsible leadership, and stakeholder theories. Stakeholder theory enabled me to focus on the role of leaders within the organizational context and their responsibility to multiple stakeholders (Borecká, 2014; Pless & Maak, 2011; Voegtlin, 2011). Responsible leadership theory put a focus on micro-foundations, the individual senior leaders, and the personal values that motivated and sustained them.

An expanded mindset. By identifying value dimensions for the leaders in my study, I have added a unique component that has been a missing element within the responsible leadership literature (Aguinis & Glavas, 2012; O'Riordan & Fairbrass, 2014; Voegtlin, 2016). Identifying value dimensions that are aligned with an integrative leader's behavioral characteristics may contribute in two important ways: building on

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

responsible leadership and strengthening its role as a fully recognized leadership theory and expanding integrative leadership by describing a hybrid of the integrative and instrumental leaders. The pragmatic integrative leader reflects the characteristics of Pless et al.'s (2012) Integrator but employs a healthy competitive approach to business management.

The newly identified value dimensions for these responsible leaders bring a deeper sense of reality to the leadership construct. The introductory framework organizes the complexity and diversity of personal values around 12 value dimensions. However, since they are based on one study, further research and analysis is needed to ensure the dimensions are conceptually and statistically independent and validated against other external measures (Hofstede, 2011).

Recommendation 1: Validate the value dimensions and continue to expand the construct as a legitimate leadership typology.

The integrative leader and gender. Some differences and similarities were noted regarding gender in this study. While leaders in the sample showed gender-relevant characteristics, they also displayed cross gender characteristics. Each leader displayed one or more of the global leader characteristics that were associated with the opposite sex in Javidan et al.'s (2016) study on global mindsets. In fact, leaders in this study behaved in a more androgynous manner.

Witt and Stahl (2014) found differences in the responsibility orientations of senior leaders in Asian and Western countries. My study involved a limited number of Canadian leaders, all of whom worked internationally or globally. Further exploration of value

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

dimensions as they exist in different cultures and genders would add value to the integrative leader construct.

Recommendation 2: Conduct research on value dimensions and gender and culture to gain a deeper understanding of the integrative leader and her capacity to excel globally.

Focus on values. Leaders form their opinions and select choices based on many factors, including experiences, personalities, and values (Brandt, 2016; Greenwood & Van Buren III, 2010; O’Riordan & Fairbrass). Values have been found to be the strongest predictor of leader behavior. They shape the outcomes of the firm and are responsible for much of the disparity we see across business entities when it comes to social responsibility (Chin et al., 2013; Hambrick, 2007; Hambrick & Mason, 1984).

My findings imply that firms could benefit from incorporating a values assessment in their recruitment processes, especially when seeking to fill senior management posts. Chin et al. (2013) saw little evidence of leaders being hired for their values, but this approach does not appear to be serving business or society well. A recent study of psychopathic corporate leaders by Leicester, Yekini, and Liafisu (2017) showed this type of leader to be of questionable integrity, took many risks, was generally uncharitable, and actually reduced shareholder wealth in the longer term. Surely it is time for a change.

Recommendation 3: Further develop the research on personal values, senior leaders, and CSR to understand social responsibility and performance as it relates to individuals. For example, consider developing a values assessment scale for leaders and improve measures to assess ongoing leadership performance.

Stakeholder engagement and CSR. Since many leaders in my study spoke of social responsibility as an internalized personal value or principle, they were less inclined to consider CSR or sustainability in isolation. Instead, socially responsible behavior seemed to be a function or result of responsible leadership and sound stakeholder engagement.

The literature supports stakeholder engagement as a catalyst for social responsibility (Ihugba & Osuji, 2011; O’Riordan & Fairbrass, 2014; Voegtlin, 2016) and applying it as a targeted strategy to incent senior leaders is an approach that may be of interest to other leaders. However, there is a lack of research on standardized methods and approaches for working effectively with stakeholders (Henisz et al., 2014; Neville et al., 2011; Weitzner & Deutsch, 2015). We need research that provides practical tools and templates to help practitioners identify and select the relevant stakeholders and understand their role and impact on the organization. If leaders have better information and training for conducting stakeholder engagement processes they may be more inclined to implement them in their organizations.

Recommendation 4: Expand efforts to help leaders decide the path they want to take to increase performance and social responsibility. Further develop and disseminate practical information to practitioners, especially senior leaders, regarding stakeholder engagement as one way to enhance social responsibility in a firm.

Stakeholder engagement processes need work. My research supports the literature regarding stakeholder engagement and increased performance. Senior leaders of Canadian companies successfully used stakeholder engagement and simultaneously

performed as top employers, financially and socially. Senior leaders who continue to ignore stakeholder engagement are overlooking financial and social benefits for their organizations and their stakeholders (Bal et al., 2013; Bondy & Starkey, 2014; Freeman et al., 2010; Lee, 2011; Martín-de Castro, Amores-Salvadó, & Navas-López, 2016; O’Riordan & Fairbrass, 2014; Pirson & Malhotra, 2011; Voegtlin, 2016).

However, there were issues with the process, particularly with the use and frequency of quantitative surveys to measure employee engagement. Leaders were supplementing or replacing surveys with more qualitative experiences. More training and development for senior leaders and managers was another tactic leaders were implementing to increase engagement. Based on the inconsistencies between employee and external stakeholder engagement strategies, any further research on engagement should consider external stakeholders, as well.

Recommendation 5: Evaluate stakeholder engagement methods and work with senior leaders to increase engagement internally and externally.

Practical Significance of the Research Findings

The findings of this study extend the limited research available regarding senior leaders’ decisions about social responsibility and may contribute to a deeper understanding of how leaders with integrative characteristics and values can perform successfully in a contemporary business environment (Jones Christensen et al., 2014; Morgeson et al., 2013; Mostovicz et al., 2011; Pless et al., 2012). For example, comparing this leader to an instrumental leader who focuses on shareholders and financial gain, we would expect the pragmatic integrative leader to be more effective at addressing societal challenges and stakeholder demands (Maak et al., 2016). Based on the

value dimensions I have presented in this dissertation, we could also expect the pragmatic integrative leader to ensure the firm's competitiveness in the marketplace while emphasizing collaboration with others for mutual benefits.

Contributions to business practice. The continued incidents of ethical misconduct in the corporate world have made personal values a subject of interest (Pless et al., 2012; Voegtlin, 2016). The dominant leadership style of corporate leaders typically involves efficiency, calculability, and measurable results, but little regard for others or building lasting inter-personal relationships (Tolofari, 2005). Various scholars have recommended a different type of leadership—one that is more focused on personal values rather than management principles—to enable organizational learning and stability (Sarid, 2016; Strand, 2011).

This study operationalized the role some responsible leaders play in defining the social responsibility for their organizations (Jones Christensen et al., 2014; Morgeson et al., 2013; Mostovicz et al., 2011; Pless et al., 2012). Leaders in this study were aware of their power to shape the organization and its culture. They used stakeholder engagement as a primary driver of performance and applied their influence to create a culture of social responsibility throughout the organization. Leaders in other organizations may be interested in the practice model inspired by the top employers and depicted in Chapter 5, Figure 7.

Recommendation 6: Share the approach to stakeholder engagement and individual and corporate social responsibility followed by top employers in Canada with other practitioners and leaders. The approach may be a viable alternative to the

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

isolated CSR policies and programs and serves to encourage integrative leadership values in organizations.

Boards of directors may consider a different style of leader when they understand how an integrative leader's mindset is valuable for effective global business relations and the financial competitiveness of the firm (Henisz et al., 2013). An integrative style of leader would be suitable to specific situations and environments, such as when replacing a CEO who has brought scandal to the organization, leaving customers and other stakeholders in a state of shock and distrust. The CEO who is hiring a new team of top executives would benefit from having a better understanding of (a) his personal mindset and the values he espouses, and (b) what the critical values of his new team should be to help him transfer a consistent value-set across the organization.

HR leaders could use the information on responsible leadership in their selection and leadership development processes (Veríssimo & Lacerda, 2015). If a leader lacks certain integrative values, there is potential to change them. Rokeach (1973) found that at least 30 of the 36 values in his value survey changed with age, from early adolescence through to old age. People can change their values for good when they become aware of contradictions within their belief systems (Rokeach, 1973).

Recommendation 7: HR screening processes could include industrial-organizational psychology interviews to seek out leaders with more integrative values.

Implications for Social Change

How likely is it that shareholders will want to hire an integrative leader? Chin et al. (2013) suggested that more politically conservative shareholders may not want a CEO

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

who injects her values concerning CSR into the firm. Conversely, more liberal shareholders may understand and appreciate the positive effects of CSR on financial performance (Orlitzky et al., 2003) and how stakeholder engagement enhances both social and economic performance (Doh & Quigley, 2014; O’Riordan & Fairbrass, 2014; Witt & Stahl, 2016).

Not everyone will be comfortable with research that confirms that senior leaders’ individual preferences and motivations affect the outcomes of the firm. Owners may not want executives to do something they have not agreed to and that may lead to a misalignment within the company (Waldman and Siegel, 2008). Government structures are typically hierarchical with a pre-determined vision, and operations tend to favor the dominant style of leadership. On the other hand, knowing or appreciating someone’s values could be a boon to any organization. Values are difficult to assess when hiring someone yet not being aware of a new leader’s values could lead to unwelcome surprises. Strategically identifying the values of a potential CEO could be a way to change the culture and reposition the organization for a different direction through the leader’s conscious and subconscious actions and intentions (Chin et al., 2013).

By focusing more intently on the responsible leader, we could see a genuine shift in leadership for the better. A more responsible leadership model within the corporate world may help some individual senior leaders become more self-aware and challenge them to make changes in their behavior, as well as to the culture of the organization. Middle-level managers and employees who aspire to become senior leaders will have access to a different type of leadership style that offers a viable alternative to the ultra-competitive, Machiavellian and psychopathic leaders of past and current business

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

environments (Leicester, Yekini, & Omar, 2017). Corporations will have to embrace the responsible leader, however, ensuring fairness in terms of the leader's role and influence, as well as the acceptance within the senior group and the entire organization.

Responding to the leadership crisis. Scholars, authors, and global institutes have acknowledged that we are experiencing a leadership crisis (Edelman, 2017; Global Economic Forum, 2014; Owen, 2012; Ree, 2014; Waldman & Balven, 2014). Various leaders have disappointed the world with their displays of individualism, corruption, elitism, and hubris (Global Economic Forum, 2014; Owen, 2012). We need a different type of leadership to regain the trust that has been eroded in our institutions and leaders (Edelman, 2017; Fifka & Berg, 2013; Global Economic Forum, 2014; Witt & Stahl, 2016).

The World Economic Forum produces an annual report that presents the insights of the world's main thought leaders. The *Outlook on the Global Agenda 2015* included the top 10 trends as well as the key challenges and emerging issues for the future. Third on the list of the top 10 trends across the world is a global leadership crisis.

The Forum conducts a regular survey as part of its research agenda. Eighty-six percent of respondents to the Forum's 2014 global survey said they believed we are experiencing a crisis in our leadership. The findings are aligned with results from more recent surveys of leadership and trust, like the Edelman Trust Survey (2017) and the PricewaterhouseCoopers (2016) survey. When asked what qualities a leader should have, the Forum's respondents listed the following: morality, empathy, courage, long-term perspective, a pragmatic planning approach, strong communications skills, an emphasis on social justice over financial growth, and collaboration (World Economic Forum,

2014). The qualities bear a striking resemblance to the value dimensions proposed in this dissertation.

Owen's (2012) book on leadership expresses a similar narrative. Based on the opinions of noted scholars and writers in her book, Owen made it clear that we need to move away from the transactional, authoritarian, hero-style leader. We can do this because we have other options.

We can begin to garner support for a more communicative, collaborative, and responsible leader. The literature and the survey results are often grim, but some reports point to the potential for a different leadership style (Edelman, 2017; GRI, 2015; Owen, 2012; PricewaterhouseCoopers, 2016; Terrell & Rosenbusch, 2013; Williams, 2014). I believe this is the time for a leader with characteristics and values like those of an integrative leader.

The integrative leader as global leader. Senior leaders have tremendous power to do good work for society (Maak et al., 2016; Stahl & Sully de Luque, 2014). What is the state of social responsibility in the world? While there is much concern that societal problems are mounting, there is also optimism that corporate leaders can take a more prominent role and help transform current challenges into a new, inclusive, sustainable, global society (Owen, 2012; Terrell & Rosenbusch, 2013; Williams, 2014). This logic is based on the performance of key business leaders whom scholars have profiled in the literature.

My study of some top employers in Canada provided evidence that leaders with integrative characteristics and values not only exist, they thrive, and so do their organizations. Knowing more about how certain Canadian leaders understand

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

engagement and how they interpret, and display responsibility has been the ultimate goal of this study. The findings will inform leaders who aspire to a more integrity-based, fair, and collaborative form of leadership.

A new leadership style is emerging. The value dimensions proposed in this dissertation further define an integrative leader and build support for responsible leadership theory. On a more practical level, we have the makings of a global leader who can help to address the leadership crisis while rebuilding social responsibility, legitimacy, and trust. Let us begin an integrative responsible leadership movement!

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Appendix A - Interview Questions

1. Engagement is taken seriously by [your organization] (based on the success you have had with the Top 100 Employer listing):
 - a. What is your understanding of engagement?
 - b. How important is engagement to you as a senior leader?
2. Employee engagement can be challenging, especially with a large company:
 - a. How does [your organization] engage employees?
 - b. How involved are they in decisions?
 - c. What, if anything, does employee engagement achieve for the company?
3. External stakeholders come in many forms and with diverse needs:
 - a. How do you decide who your key stakeholders are?
 - b. What does external stakeholder engagement look like at [your organization]?
 - c. How involved are stakeholders in the decisions of the organization?
 - d. What, if anything, does external stakeholder engagement achieve for the organization?
4. [Your organization] contributes to the community (i.e., social responsibility) and produces regular sustainability reports:
 - a. Why is social responsibility and sustainability important to [your organization]?
 - b. How effective are your strategies? Please provide any relevant examples.
 - c. How involved are stakeholders in these strategies?
5. What suggestions would you have for other business leaders who want to improve engagement and CSR/Sustainability strategies in their organizations (e.g., policy, practices, programs, etc.)?
6. Levels of public trust in business, government, and other institutions have been low for a number of years:
 - a. How important is trust, to you? To [your organization]?
 - b. Do you have any suggestions for others who want to increase trust in their organizations?

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

7. Senior leaders make the decisions that drive organizational processes and strategies. We know that personal values affect behaviour, but there is little information about the influence of personal values on leaders' decisions:
 - a. How do you think personal values enter into your decisions?
 - b. What values would you say are important for leaders to be successful in today's global marketplace?
8. Are there any other comments or suggestions that you would like to make?

Appendix B - Information/Consent

LETTER OF INFORMATION / INFORMED CONSENT FORM

Involving Stakeholders in Corporate Social Responsibility Strategies:
The Role of Senior Leaders

Organization:

DATE:

Principal Investigator (Researcher):

Patricia MacNeil

Trish_MacNeil@fb.athabascau.ca

Supervisors:

Dr. Anshuman Khare

Anshuman_Khare@fb.athabascau.ca

Dr. Maggie Matear

Maggie_Matear@fb.athabascau.ca

You are invited to take part in a research project entitled “Involving Stakeholders in Corporate Social Responsibility Strategies: The Role of Senior Leaders.”

This document is part of the process of informed consent. The information presented should give you the basic idea of what the research is about and what your participation will involve, should you choose to participate. It also describes your right to withdraw from the project. Please contact the principal investigator, Patricia MacNeil, if you have any questions about the project or would like more information before you make a decision.

Introduction

My name is Patricia MacNeil, and I am a Doctorate in Business Administration (DBA) candidate at Athabasca University. As a requirement to complete my degree, I am conducting a research project regarding why senior leaders of business engage stakeholders in their decision-making and if so, how stakeholder engagement is conducted. Stakeholder engagement has been identified as a critical first step in developing and implementing effective social responsibility strategies. Scholars have made a distinct link between stakeholder engagement and financial competitiveness, positive social outcomes, and enhanced levels of trust. I am interested in speaking with senior leaders who engage stakeholders effectively so that I may develop best practices for other interested organizations. I am conducting this project under the supervision of Dr. Anshuman Khare, Athabasca University.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Why are you being asked to take part in this research project?

You are being invited to participate in this project because you are a senior leader of an organization that is listed as one of *Canada's 100 Top Employers (2016)*. Your company has been selected because you typically operate in a global environment that includes a multiplicity of stakeholders, and you have demonstrated exemplary employee engagement practices, offering exceptional working conditions for employees and benefits for the community. As a senior leader of a large organization, you transfer a consistent value-set to the senior management cadre, across the company, and to diverse stakeholders. You also influence greatly the corporate decisions of the company—decisions that may have social impacts upon society. The leadership you demonstrate in making these decisions is central to the study.

What is the purpose of this research project?

The purpose of this study is to understand why and how senior leaders use stakeholder engagement to inform business decisions (like those related to social responsibility) and how engagement affects organizational performance.

What will you be asked to do?

If you agree to be in this study, the following procedures apply:

- You will be invited to participate in the MacNeil interview regarding “Senior Leader Decision-making and Stakeholder Relations.”
- Each interview is likely to take 30 minutes.
- The interview will be audio-recorded.

The interview will be arranged for a time and place that is convenient to your schedule between _____ and _____ 2016. You will have the opportunity to review my initial interpretations of your responses to ensure I accurately reflect what you meant to say before I conclude the study.

What are the risks and benefits?

There are minimal risks involved in this survey. It will require some of your time to respond to the interview questions, and your answers will be audio recorded.

There are no monetary benefits offered to participate in this interview. Benefits may include new information gained from the interview process as part of the exchange between interviewer and interviewee.

Do you have to take part in this project?

Involvement in this project is voluntary. You may end your participation at any time during the data collection.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

How will your privacy and confidentiality be protected?

All information provided by you will be confidential. I will not use your personal information for any purpose outside of this research project. Also, your name or anything else that could identify you will not be included in the study reports.

How will your anonymity be protected?

Your responses are anonymous, and all reporting will be in aggregate or summarised form. You will not be identified in publications other than being referred to as “Company X” or as a sector within Canada.

How will the data collected be stored?

The data will be stored electronically on a password protected personal desktop computer that is located in a secure office environment. Any paper versions of the data/information flowing from the analysis will be stored in locked cabinets. After five years, the data will be destroyed.

Who will receive the results of the research project?

The research will be listed in an abstract posted online at the Athabasca University Library’s Digital Thesis and Project Room and the final research paper will be publicly available. As a participant, you will receive a summary of the study’s results once the degree process has been completed. Also, you will be alerted to any journal articles that are published in relation to this research.

How do you indicate your interest in participating in the research project?

If you are ready to participate in this project, please email the researcher at Trish_MacNeil@fb.athabascau.ca to indicate you have read the consent form, you are willing to participate in the study, and agree to be audio recorded. Alternatively, you may complete and sign the attached Consent Form and return it to Patricia MacNeil, 808-5839 Cunard Street, Halifax, Nova Scotia B3K 0B9.

Thank you.

Patricia MacNeil

This project has been reviewed by the Athabasca University Research Ethics Board. Should you have any comments or concerns regarding your treatment as a participant in this project, please contact the Research Ethics Office by e-mail at rebsec@athabascau.ca or by telephone at 1-800-788-9041, ext. 6718.

Informed Consent

Your signature on this form (or a positive reply to the contact email) means that:

- You have read the information about the research project.
- You have been able to ask questions about this project.
- You are satisfied with the answers to any questions you may have had.
- You understand what the research project is about and what you will be asked to do.
- You understand that you are free to withdraw your participation in the research project without having to give a reason and that doing so will not affect you now, or in the future.
- You understand that if you choose to end your participation **in** data collection, any data collected from you up to that point will be retained by the researcher unless you indicate otherwise.
- You understand that if you choose to withdraw **after** data collection has ended, your data can be removed if no electronic analysis has been performed and the data can be efficiently separated from the database.

	YES	NO
I agree to be audio-recorded	<input type="radio"/>	<input type="radio"/>
I am willing to be contacted following the interview to verify that my comments are accurately reflected in the transcript.	<input type="radio"/>	<input type="radio"/>

Your signature (or a positive response to the contact email) confirms:

- You have read what this research project is about and understood the risks and benefits. You have had time to think about participating in the project and had the opportunity to ask questions and have those questions answered to your satisfaction.
- You understand that participating in the project is entirely voluntary and that you may end your participation at any time without any penalty or negative consequences.
- You have been given a copy of this Informed Consent form for your records; and
- You agree to participate in this research project.

A PERSONAL PERSPECTIVE ON CORPORATE SOCIAL RESPONSIBILITY

Signature of Participant

Date

I have explained this project to the best of my ability. I invited questions and responded to any that were asked. I believe that the participant fully understands what is involved in participating in the research project, any potential risks and that he or she has freely chosen to participate.

Signature of Principal Investigator

Date

Appendix C - Ethics Approval



CERTIFICATION OF ETHICAL APPROVAL - RENEWAL

The Athabasca University Research Ethics Board (AUREB) has reviewed and approved the research project noted below. The AUREB is constituted and operates in accordance with the current version of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS) and Athabasca University Policy and Procedures.

Ethics File No.: 22042

Principal Investigator:

Ms. Patricia MacNeil, Graduate Student
Faculty of Business\Doctorate in Business Administration

Supervisor:

Dr. Anshuman Khare (Co-Supervisor)
Dr. Maggie Matear (Co-Supervisor)

Project Title:

Involving Stakeholders in Corporate Social Responsibility Strategies: The Role of Senior Leaders

Effective Date: December 13, 2017

Expiry Date: June 30, 2018

Restrictions:

Any modification or amendment to the approved research must be submitted to the AUREB for approval.

Ethical approval is valid *for a period of six month*. An annual request for renewal must be submitted and approved by the above expiry date if a project is ongoing.

A Project Completion (Final) Report must be submitted when the research is complete (*i.e. all participant contact and data collection is concluded, no follow-up with participants is anticipated and findings have been made available/provided to participants (if applicable)*) or the research is terminated.

Approved by:

Date: December 13, 2017

Joy Fraser, Chair
Athabasca University Research Ethics Board

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